

# **Town of Lexington Recreation Department's**



## **2014-2016 Strategic Work Plan**

**February 2014**



**110%**  
Different. Better.

## **Table of Contents**

Acknowledgements .....	3
Director's Letter.....	4
Executive Summary.....	5
Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan – Priorities & Goals.....	8
Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan – Implementation Strategy.....	9
Critical Trends & Issues Affecting Organizational Strategy .....	10
Appendix A Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan - Process Review.....	18
Appendix B Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan - Stakeholder Feedback .....	20
Appendix C Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan – Community Interest Survey.....	48
Appendix D Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan Matrix.....	72



## **Acknowledgements**

Thanks to the following Recreation Committee members and Department staff for their leadership in the development of the Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan.

### **Town of Lexington Recreation Department's Recreation Committee**

Frederick DeAngelis, Chair (Term Expires 2016)  
Lisah Rhodes (Term Expires 2014)  
Wendy Rudner (Term Expires 2015)  
Sandra Shaw (Term Expires 2015)  
Howard Vogel, Vice Chair (Term Expires 2014)

### **Town of Lexington Recreation Department's Strategic Planning Project Team**

Sheila Butts, Assistant Director  
Peter Coleman, Recreation Supervisor  
Karen Simmons, Director of Recreation  
Lisah Rhodes, Recreation Committee Liaison

### **Project Manager**

Jamie Sabbach, M.S., CPRP  
Founder & CEI



© 2014 110% LLC. All rights reserved



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---



### *Town of Lexington* Recreation Department

Karen Simmons, CTRS, CPRP  
Director of Recreation

Tel: (781) 862-0500 x262  
Fax: (781) 861-2747

Dear Resident,

On behalf of Lexington Recreation, I am pleased to submit to the public the attached *Strategic Plan: 2014-2016, Building for Tomorrow, Today*. This Plan represents ten months of collaborative efforts by Lexington residents, Town staff, Town officials, the Board of Selectmen, and other partners to create an action-oriented work plan to guide Lexington Recreation over the next three to five years. The outcome of this effort has helped ensure that we will preserve and build upon the treasure that is Lexington's park facilities, open spaces, and recreation programming. I would like to thank everyone that participated in this valuable process.

Over the last 18 years we have seen significant renovations of Lexington's parks and have seen the expansion of recreation programs offered to the community. The demographics, diversity, interests, and experiences of the Lexington community are changing at a rapid rate. Many of these changes mirror emerging trends that other recreation departments across the country are facing. Through focus groups and public meetings, we evaluated our facilities, services, and operations in an effort to continue to meet our future commitments to the residents of Lexington.

The Strategic Work Plan is organized into four organizational priorities that identify areas where we will dedicate our energies. Given the appropriate resources, we will strive to achieve the strategies listed in this action plan. A yearly report will be provided to update the community on our progress in the implementation of this plan.

Lexington is a diverse and flourishing community where recreation is seen by residents as an essential component of the Town's commitment to create healthy and active lifestyles for residents. Along with open communication and growing trust, we can fulfill our vision of "Creating Community through People, Parks, and Programs".

Sincerely,  
Karen Simmons  
Director of Recreation



## **Executive Summary**

Experts stress that the most important outcome of strategic planning is to instill strategic thinking in an organization. They generally agree that strategic planning is only useful if built upon a strong foundation of values, mission and vision, driven by customer interests and need, supported and championed by critical staff and leadership, and grounded in strategic thinking leading to action.

To be sustainable, public and non-profit sector organizations including public parks and recreation agencies must regularly examine and adjust their strategies as situations change and opportunities arise. Today, scarce resources and a constantly shifting environment are forcing many organizations to reconsider their current strategies or to explicitly undertake strategy development for the first time. All indications are that future success will require much more rapid strategic rethinking and repositioning than are now the norm.

The Town of Lexington Recreation Department chose to initiate its very first strategic planning process in February 2013 with the intention of ensuring organizational improvement and effectiveness. The Department currently offers a wide variety of leisure and recreational opportunities for individuals of all ages and abilities. General recreation program areas include: summer camps, summer youth clinics and classes, tennis, aquatics, youth and adult programs, and youth and adult leagues. Recreation staff plan, schedule and coordinate recreation activities and special events using facilities such as: schools, Cary Hall, neighborhood parks & playgrounds, tennis and basketball courts, athletic fields, the Irving H. Mabee Pool Complex, the Old Reservoir, Pine Meadows Golf Club, the Jack Eddison Memorial Bikeway, Teresa & Roberta Lee Fitness-Nature Path and other hiking/nature trails. Lexington has a rather extensive network of parks, playgrounds, and protected natural resource areas that are fairly well distributed throughout the Town.

The Town of Lexington Recreation Department's strategic planning efforts were based largely on engaging various stakeholder groups including community members and leaders, current park and recreation users, and staff in identifying trends, gaps in services, demographic and economic changes, and current and anticipated community interests. The plan was developed to guide the organization in creating an actionable framework that will allow for agile, responsive and creative management while at the same time being mindful that there remains interest in honoring the traditional services that have made the Department successful.

The strategic plan development process was thoughtful, comprehensive and focused on those critical factors that lead to organizational improvement and effectiveness including:

- Developed in cooperation with those responsible for carrying it to fruition (both staff and the Recreation Committee), and with input from community representatives.
- Developed with the intent to be dynamic and capable of evolving with constantly changing market conditions.
- Developed with the intention of being monitored and measured, both in terms of progress and value.



## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

Ultimately, the process unveiled four organizational priorities the Town of Lexington Recreation Department should dedicate its resources to addressing and resolving over the course of the next three years.

These four focus areas are able to act as overarching priorities in efforts to address parks and recreation trends, the financial condition of the community the Department serves and the Department itself, target market conditions, the competitive landscape, and the repeated issues, concerns, and considerations shared via community and staff interviews, and focus groups. Among those issues that were repeated and identified with regularity were:

- ☐ Economic challenges (e.g., future funding opportunities)
- ☐ Maintaining the Department's infrastructure
- ☐ Changing/shifting demographics (e.g., older adult and minority population increases)
- ☐ Health and wellness of the greater Lexington community
- ☐ Community outreach and connectivity
- ☐ Identifying future service opportunities and physical spaces
- ☐ Marketing and communications (internal and external)
- ☐ Customer service (internal and external)
- ☐ Impending staff retirements
- ☐ Rapid technological advances
- ☐ The competition and its impact on service delivery
- ☐ Staff training and development opportunities
- ☐ Partnerships/collaborations
- ☐ Staff workloads

### Town of Lexington Recreation Department's Strategic Work Plan 2014-2016

#### Organizational Priority 1.

#### **Community engagement & outreach**

#### Organizational Priority 2.

#### **Financial stability & resilience**

#### Organizational Priority 3.

#### **Preserve, protect & improve Lexington's recreational infrastructure**

#### Organizational Priority 4.

#### **Operational excellence to exceed customer expectations**



### Organizational Priority 1: Community Engagement

The Town of Lexington Recreation Department will prioritize community engagement efforts by developing and nurturing relationships with community members and leaders with the purpose of creating and achieving a collective vision for the Department. While community engagement involves the process of building movements, Department efforts will be directed towards affecting productive, positive and impactful change.

### Organizational Priority 2: Financial Stability and Resilience

The Town of Lexington Recreation Department will prioritize the financial health and well-being of the system via management strategies that will position the Department to create a financially stable operation that can maintain those services the agency should be in the business of providing. This will also include efforts to think long-term and create an organization that is resilient enough to withstand disruptions that may threaten these same services into the future.

### Organizational Priority 3: Preserve, Protect and Improve Lexington's Recreational Infrastructure

The Town of Lexington Recreation Department will prioritize the preservation and protection of, and future improvements to the Department's existing recreational infrastructure. This will include dedication towards operational efforts and resources that will maintain (preventative, short-term and long term), improve and enhance this critical infrastructure.

### Organizational Priority 4: Operational Excellence to Exceed Customer Expectations

The Town of Lexington Recreation Department will prioritize efforts to become an organization that models operational excellence in order to consistently exceed customer expectations. This will include continuing in its role as a societal leader in the greater Lexington community. To achieve operational excellence, Department staff will consistently challenge themselves to think differently, to stay abreast of emerging trends and issues that affect the delivery of recreation services, and to embrace capacity building and innovation.

The following pages provide an overview of the Department's 2014-2016 Strategic Work Plan process and results including the organization's key priorities and goals, recommendations concerning implementation of the plan, trends and issues affecting Department operations today and into the future, a summary of the process (Appendix A), a summary of all stakeholder feedback (Appendix B), and results of the web-based community interest survey (Appendix C). The Strategic Work Plan matrix (Appendix D) details all operational actions to be undertaken by the department.





## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan – Priorities & Goals

### Organizational Priority 1: *Community engagement & outreach*



Goal 1a. Enhance partnerships, collaborations and alliances

Goal 1b. Identify the interests and needs of an increasingly diverse community

Goal 1c. Improve information technology operations

Goal 1d. Enhance community awareness through intentional communication channels

### Organizational Priority 2: *Financial stability & resilience*



Goal 2a: Maintain the health of the Enterprise Fund

Goal 2b. Explore additional alternative funding opportunities

Goal 2c. Stay competitive in the marketplace

### Organizational Priority 3: *Preserve, protect and improve Lexington's recreational infrastructure*



Goal 3a. Assess the existing condition of physical infrastructure

Goal 3b. Prioritize infrastructure needs and demands (including deferred maintenance)

### Organizational Priority 4: *Organizational excellence to exceed customer expectations*



Goal 4a. Identify departmental roles and responsibilities as it relates to the community center

Goal 4b. Develop services to meet the needs and interests of a diverse community (identify our niche)

Goal 4c. Promote staff knowledge and advance competencies in parks and recreation management and leadership

Goal 4d: Establish an organizational philosophy that drives decision making







## **Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan - Implementation Strategy**

A critical component of strategy implementation is monitoring and evaluating the plan – taking a periodic look at "how the Department is doing" in response to goals and actions.

Monitoring the implementation of the plan is important for a number of reasons. First, it helps ensure that efforts are being made to satisfy the goals that were developed to improve conditions and affect or influence the Department's "key priorities". Essentially, monitoring allows you to track whether the Department is accomplishing what it intended to accomplish. Second, monitoring gives the Department the opportunity to communicate progress. Third, it identifies where problems and opportunities lie and what has changed allowing for corrective actions including adjustment, re-direction, or setting a new course. Finally and most importantly, monitoring provides an essential link between the written plan and the day-to-day operations of the Department - it demonstrates that the agency is adhering to the plan, translating the planning effort into tangible reality rather than an occasional academic exercise.

Execution of the Department's Strategic Work Plan should include the following.

- ☐ The plan, if appropriate, should be endorsed and supported by the Recreation Committee and approved and/or adopted by the Town Selectmen.
- ☐ A copy of the Strategic Work Plan should be distributed to all staff, Recreation Committee and Selectmen. This should include both a hard copy and an electronic copy.
- ☐ An all staff meeting is encouraged to unveil the final Strategic Work Plan, clarifying expectations in execution and evaluation.
- ☐ Timetables should be set for progress-reporting (e.g., monthly, quarterly).
- ☐ Forums or methods for reporting should be developed (e.g., Access database, department meetings). This should include establishing mechanisms for updating the Strategic Work Plan document itself.
- ☐ Update Department staff, the Recreation Committee, Town Selectmen, and community members on the Strategic Plan's progress on a semi- or annual basis via meetings, website, etc., ensuring complete transparency.
- ☐ The Strategic Work Plan should act as evaluation criterion for all staff performance reviews.
- ☐ Towards the conclusion of each year or in-line with the Department's budget process, previous and subsequent year's goals and actions should be reviewed by Department management and the Recreation Committee to determine their legitimacy and/or relevance moving forward. Adjustments should be made as necessary and appropriate.
- ☐ At the conclusion of each year, prepare an annual report which details progress. Report on and distribute as appropriate.
- ☐ An electronic parking lot should be created that is accessible by all staff and the Recreation Committee allowing for the collection of ideas, concepts, etc., to help strengthen the Strategic Work Plan and assist with the development of new priorities, goals, and actions.





## Critical Trends & Issues Affecting Organizational Strategy

### Demographics & Market Conditions

Demographics are the statistical characteristics of human populations, such as age, income, race, ethnicity, education, and others, which are used to identify current and future customers or constituents and ultimately, how likely they are to utilize a service or product. By studying constituencies through a demographic analysis, the Town of Lexington Recreation Department can examine existing users and identify populations who are potential park and recreation users.

Public sector organizations must collect and consider constituent demographics in order to position themselves to best and most appropriately serve community needs, and if possible, desires. In most forms, demographic data appears as a collection of numbers and statistics that can have little real-world application. Agency staff can stare at the numbers and see where the most populous areas are or what percentage of a city or town is comprised of a certain ethnic group, but it is not easy to discern trends from the numbers or quickly get an overview of all of the data.

The demographic research and analysis conducted as part of this process uses figures from the U.S. Census Bureau's 2007-11 American Community Survey (ACS) (The ACS is conducted every year to provide up-to-date information about the social and economic needs of communities), as well as 2010 Census data. Among the most notable demographic data that has the potential to impact future recreation service planning are the following demographic issues and trends.

### Aging Communities & the Importance of Recreation for Older Adults

Numerous academic studies have been conducted over the years indicating that leisure activity is an important quality of life factor for older adults. Many of these studies found a correlation between activity participation and positive psychological well-being and contentment. Higher levels of activity involvement were associated with less depression, less hostility, and less anxiety. There have also been correlations drawn between lower levels of recreation participation, and isolation and low levels of life satisfaction.

Further, research has indicated that satisfaction with recreation (not frequency of participation) is the only significant direct predictor of quality of life in old age; even though the variables of income, education, sex, religiosity, marital status, age, health, and frequency of recreation activity participation were found to have significant relationships to each other, none were significantly related to quality of life. [Source: Leisure in Later Life fourth edition (2012)]



## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

### 2007-2011 US Census Bureau's American Community Survey 5-Year Demographic Estimates – Age Lexington, Massachusetts

*\*33.3% of the Lexington  
community is currently 55  
years of age or older*

Subject	Estimate	Margin of Error	Percent
SEX AND AGE			
Total population	31,129	+/-31	31,129
Male	15,096	+/-374	48.5%
Female	16,033	+/-376	51.5%
Under 5 years	1,609	+/-220	5.2%
5 to 9 years	2,210	+/-202	7.1%
10 to 14 years	2,406	+/-268	7.7%
15 to 19 years	2,486	+/-294	8.0%
20 to 24 years	835	+/-180	2.7%
25 to 34 years	1,294	+/-217	4.2%
35 to 44 years	4,284	+/-255	13.8%
45 to 54 years	5,664	+/-342	18.2%
55 to 59 years	2,510	+/-273	8.1%
60 to 64 years	2,152	+/-293	6.9%
65 to 74 years	2,584	+/-306	8.3%
75 to 84 years	2,133	+/-299	6.9%
85 years and over	962	+/-166	3.1%

Thirty-three percent of the current Lexington population is 55 years of age and older. In 2022, it is projected that at least 40 percent of the population is expected to be 55 years and older (source: ACS).

In addition to understanding a community's age composition, park and recreation providers should understand those generations they wish to serve. The Center for Generational Studies provides the following information to help us understand older adult populations and their anticipated leisure behavior(s) drawing compelling differences between our society's older adult generations.



**Baby Boomers (48-67 years old)**

Seventy-six million American children were born between 1945 and 1964, representing a cohort that is significant based on no more than size alone. Baby Boomers control over 80% of personal financial assets and more than 50% of discretionary spending power. In 2006, the oldest of the baby boomers began turning 60 years old. Projections suggest that 7,918 Americans reach that milestone every day. They are responsible for more than half of all consumer spending, buy 77% of all prescription drugs, 61% of OTC medication and 80% of all leisure travel. Additionally, this cohort does not relate to the term “senior” nor wishes to engage in the same types of activity as do preceding generation(s).

Boomers are social-cause oriented, care about vitality and activity, claim “65 is the new 50!” and are fitness and wellness driven. Lifestyle and value implications for this population include:

- Activity with a wellness focus
- Hectic lifestyle
- No free time
- Rejection of full-time retirement
- Willingness to pay if there is perceived value
- 33% of Boomers are single
- 37% have children under 18 in their household
- Expected to increase their wellness spending from \$220 billion to \$1 trillion or more

This “don’t call me senior” group will enjoy some of the more active pursuits for older adults including exercising to stay healthy and age well. According to the National Recreation and Park Association, the latest recreation trends for this population include:

- Active lifestyles
- High-risk and experience-based activity – “bucket list” experiences
- Convenience and places supporting of busy lifestyles
- Increased volunteerism but for abbreviated terms

**The Matures/Traditionalists/Silent Generation (68-87 years old)**

This generation was born between the two wars during 1925-1945. They experienced the Great Depression; their fathers served in WWI, and as a generation, have limited disposable incomes or live on fixed retirement incomes. Lifestyle and value implications for this population include:

- Retired from paid work
- Cautious spending and a limited willingness to pay for services
- Duty before pleasure
- Civic volunteerism
- Snowbird lifestyle for the affluent
- Isolation for those who are poor



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

With seniors engaging in more exercise, there is a growing trend towards specialized programs for older adults. These programs focus on the special needs of today's seniors like arthritis, osteoporosis, balance issues, flexibility, and better daily functioning. In addition, according to the American Association of Retired Persons (AARP) and the National Sporting Goods Association (NSGA), and the International Health, Racquet and Sportsclub Association, the latest recreation trends for this population include:

- Exercise walking
- Electronic games (e.g., Wii)
- Swimming
- Wellness seminars
- Health Club Memberships

### **Elders (88 & over)**

Based on data recently provided by Emilyn Sheffield, Professor of Recreation and Parks Management at California State University, "Super seniors" (those 85-94) were the fastest senior adult growth segment between 2000 and 2010 (U.S. Census Bureau, 2012) representing an opportunity for local parks to provide services to the full spectrum of senior adults. When combined, the boomers and seniors over 65 compose about 39 percent of the nation's population (U.S. Census Bureau, 2011)

### ***Demographic Summary of Adults Age 65 and Over in the United States***

Life expectancy	77.2 years
Healthy lifespan	females – 63; males – 60
Disability lifespan	females – 15; males – 12
Health (65-74 years)	73.9% have no limitations; 3-10% are affected by dementia
Health (80+)	26.4% have no limitations; 40% are affected by dementia
Psychological well-being	12-30% are lonely; 10-25% have clinical depression
Ratio of females to males	3:2; 5:2 for 85+
Fastest growing segment	85+
Economic status	Majority 65-74 are low to middle income; 75+ mostly low income
Living arrangements	30% live alone; 50% of women 75+ live alone; 3.4% reside in nursing homes



### Increases in Minority Populations

The Hispanic population increased by 15.2 million between 2000-10, accounting for over half of the 27.3 million increase in the total population of the U.S. This 43% increase was four times the growth of the total population (10%). In addition to the increase in the Hispanic population, it is important to note that the Asian/Asian American population grew faster (46% increase) than any other race group in America in the last decade. 2010 Census stats report that these two populations grew four times faster than the US population as a whole.

To support the significance of this data to the Department, community and staff focus groups held as part of this process included the question, “Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, transportation, language barriers)? If yes, who are they?” Among common responses given to the questions were inferences to the growth in the community’s Asian population and the relevant issues associated with this growth including cultural and language barriers.

Many communities nationwide have realized increases in their local Hispanic and Asian populations with respective parks and recreation systems committing resources to identifying the recreational interests of these populations by directing efforts towards the study of Hispanic and Asian leisure behaviors. Additionally, some have created advisory boards that help guide and direct efforts to reach out to these new community members.

### 2007-2011 US Census Bureau’s American Community Survey 5-Year Demographic Estimates – Race Lexington, Massachusetts

White	24,092	+/-616	77.4%
Black or African American	552	+/-244	1.8%
American Indian and Alaska Native	204	+/-170	0.7%
Asian	7,023	+/-621	22.6%
Native Hawaiian and Other Pacific Islander	0	+/-95	0.0%
Some other race	277	+/-190	0.9%



### Community Financial Conditions

The US Census Bureau's American Community Survey statistics below give details concerning the Lexington community's household income levels. This data provides a snapshot of personal financial conditions in the community.

This illustration provides important, time-sensitive information concerning 2011 income levels and illustrates disparity in the income levels of community residents. This data can assist the Department in assessing residents' "ability to pay" as well as "willingness to pay".

Community and staff feedback throughout the strategic plan process identified a strong correlation between those who have higher incomes in the community and have both the "ability to pay" as well as the "willingness to pay" for services provided by the Town of Lexington Recreation Department. On the other hand, there was an identified need on behalf of those who may not have an "ability to pay" and require financial assistance to be able to participate and engage in parks and recreation services provided by and thorough the Department.

It is important to note that approximately 9 percent of the Lexington community had a household income of less than \$25,000 at the time of the survey (2013 poverty guidelines- \$23,550 for a family of four) and 18 percent of female head of households that have a child/children under the age of 18 are at or below poverty levels.

It is also an important for the Department to note that approximately 7 percent of those over the age of 65 are at or below poverty level challenging the notion that services should be discounted based upon age rather than need.

INCOME AND BENEFITS (IN 2011 INFLATION-ADJUSTED DOLLARS)			
Total households	11,411	+/-242	11,411
Less than \$10,000	292	+/-111	2.6%
\$10,000 to \$14,999	333	+/-111	2.9%
\$15,000 to \$24,999	415	+/-119	3.6%
\$25,000 to \$34,999	481	+/-123	4.2%
\$35,000 to \$49,999	566	+/-145	5.0%
\$50,000 to \$74,999	968	+/-175	8.5%
\$75,000 to \$99,999	951	+/-173	8.3%
\$100,000 to \$149,999	2,236	+/-254	19.6%
\$150,000 to \$199,999	1,757	+/-244	15.4%
\$200,000 or more	3,412	+/-262	29.9%

**2007-2011 US Census Bureau's American Community Survey 5-Year Demographic Estimates – Income  
Lexington, Massachusetts**



### **The Competitive Landscape**

It has become challenging to draw a line of demarcation between those services that are the prerogative of the private sector to produce and provide and those thought to be the responsibility of the public sector. A continuing problem today is the lack of clarification between which sectors should be producing or providing what services, therefore, developing boundaries.

What may be needed is the reshaping of how public, non-profit and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative. Service lines are blurred due to a variety of factors including the emergence of new services not offered before, response to customer demand, or reduced availability of public funds leading to greater dependence on revenue generation.

These blurred lines can result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars. It is important as dynamic economic conditions continue that the Department assess to what degree it wishes to compete with the private sector (or non-profit sector) and what role partnerships will play in the future.

### **Trends and Issues in Recreation and Parks**

A review of futurist literature by scholars and professionals in parks, recreation and leisure studies that focuses primarily on the decades of the 1990s and 2000s offers a background to the issues and challenges facing public park and recreation agencies. Most of this literature is based on literature reviews, horizon scanning, and analyses of trend data, surveys and essays.

The First Annual Leisure Watch National Issues Survey (1989) produced a National Issues Agenda for the 1990s. An "issue" was defined as "a difficulty or problem that has a significant influence on the way an organization functions or on its ability to achieve a desired future". Similar surveys have been conducted since and have resulted in the same responses suggesting that although our social and economic circumstances have escalated, the prevalent issues have remained unchanged.

Recreation and park administrators, planners and educators in 13 states in the U.S.A. and in Canadian provinces were asked to identify issues that they expected would have the greatest impact on their organization's and/or clientele's near future. In order of frequency of choice, those issues identified were:





- Economy/consumerism - e.g., the need to better define economic impact of recreation opportunity
- Business management - e.g., increasing costs and decreasing resources
- Technology and science - e.g., genetic engineering/life prolonging technology
- Family/social relationships - e.g., growth of nontraditional families
- Politics/government/legislation - e.g., need for federal and state funding support
- Fitness/sports - e.g., motivating the nonparticipant (youth, disabled, aged)
- Medicine/health/wellness - e.g., growth of employee wellness services
- Education, learning, and training - e.g., prevalent illiteracy in relevant professional areas
- Environment/ecology - e.g., management of increased demand for open space/resources
- Workplace/employment - e.g., decline of the power of labor unions
- Demographics - e.g., an aging population; growth in Hispanic and Asian populations
- Travel/tourism - e.g., keeping pace with new demands such as ecotourism

These national responses are in direct correlation with responses given by those community representatives and staff as part of the Department's strategic plan development process including:

1. The Department's financial condition (funding, infrastructure and deferred maintenance demands)
2. Demographic shifts (aging, increasingly diverse population, especially the growth of the Asian community)
3. Increased competition
4. The importance of a healthy citizenry
5. Social connectivity





## **Appendix A Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan – Process Review**

### **Staff Workshop – February 2013**

This workshop provided Department staff an introduction to strategic planning and the benefits of this type of process to an organization.

### **Recreation Committee Workshop – February 2013**

This workshop provided an introduction to the strategic planning process to the Recreation Committee. The workshop also included preliminary discussion and analysis of the Department's mission, vision, and values.

### **Community & Staff Focus Groups and Community Meeting – February 2013**

Community representatives, via a series of focus group meetings and an open community meeting, provided personal perspectives relative to community needs, issues and interests. Nine focus group meetings and a community meeting were held over a two-day period that included the following individuals and groups.

- Community leadership including business owners and partner organizations
- Civic leadership including Town Selectmen, the Town Administrator, Recreation Committee members, etc.
- Youth serving organization representatives
- Recreation and park users including youth and seniors
- Department staff

### **Community Interest Survey – March-April 2013**

As a component of the Strategic Work Plan development process, a brief survey was developed and administered to solicit community and customer opinions and perspectives relative to current Department efforts, initiatives, and other relevant issues that are perceived to impact operations moving forward. Survey Monkey, an on-line survey software and questionnaire tool, was used as the distribution mechanism. The survey was designed to be open and therefore; not statistically valid. It was intended as a complement to previous engagement strategies (e.g., focus group and community meetings held on February 11 & 12, 2013). The survey and/or information concerning how to access the survey was distributed via a number of mechanisms with 642 survey being completed (a full survey report is included in Appendix B).

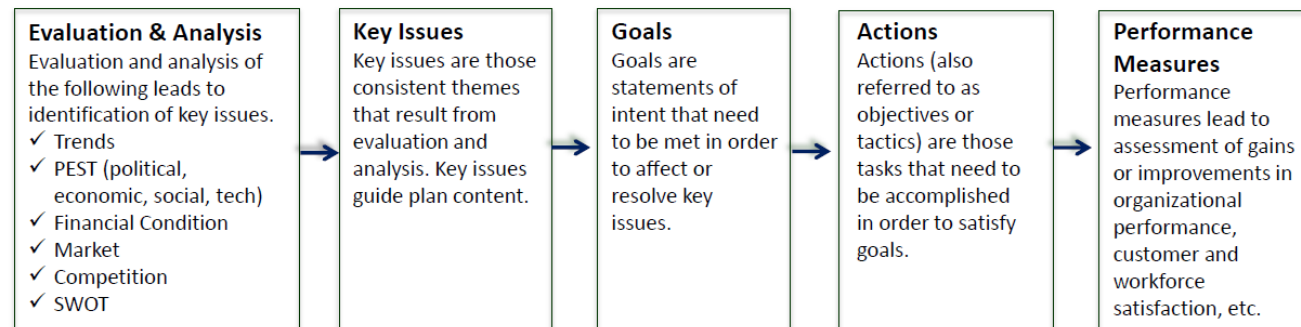


### Development of the Town of Lexington Recreation Department's 2014-2016 Strategic Plan – April thru July 2013

As a result of all preliminary work completed, staff developed the first iteration of the Strategic Work Plan. The first iteration was then modified and adjusted by staff over the course of a subsequent four-month period. The Plan is fully operationalized, going beyond simple strategies and broad based goals by defining actions and other criteria required to activate and implement strategy and measure progress including:

- ☐ Identified key issues and organizational priorities
- ☐ Goals
- ☐ Action statements
- ☐ Timelines
- ☐ Accountability

### Town of Lexington Recreation Department 2014-2016 Strategic Plan – development steps





## **Appendix B Town of Lexington Recreation Department's Strategic Work Plan - Stakeholder Feedback**

### **Staff Workshop – February 11, 2013**

#### **Values – What is important to customers as it relates to parks and recreation?**

- Quality programs
- Programs of interest
- Diverse services
- Affordability
- Safety
- Fun
- Program content
- Convenience/immediacy
- Accessibility (physical)
- Flexibility
- Parks/open space

#### **Trends - What is happening as it relates to recreation service delivery, business practices, etc.?**

- Constant change
- On-line activity (registration)
- More people to serve
- Aging population
- Technology
- Impatient society
- Last minute registrations
- The economy and the challenges that go along with it
- Structured services
- Safety concerns
- More scholarships are now necessary for low income families
- Parents having to make choices as opposed to registering for multiple programs and services
- Perceived status – the more we pay the “better” the service



- Lack of space
- Classroom-based education interests have increased
- Heightened customer expectations
- “Helicopter parents”
- Environmental sustainability
- Expected to operate as a private business would (enterprise) within the constraints of a governmental system

**PEST - What are the political, economic, social & technological climates affecting the Department?**

- Privacy concerns (e.g., people avoiding sharing their personal contact info for fear of identity theft)
- Political/special interest influence on organizational decisions
- Community as whole does not realize we are an “enterprise”
- Perceived “Lexington resident” priority
- Entitled attitudes
- Language barriers
- Social media presence and influence
- Increasing numbers of persons with disabilities
- Committees for everything we do tend to slow down decision making and progress

**Financial - What is the financial condition of the Department, the communities you serve, and your customers?**

- Cancel programs due to limited revenue generation – since we are self-sustaining if a program cannot cover its costs it does not run
- Dependency on excess revenues
- Indirect costs continue to rise
- Costs associated with employee healthcare (indirect costs)
- Non-residents in neighboring communities not as affluent as those in Lexington
- Competition is on the rise

**Competition - What is happening with the competition (service development, delivery strategy, pricing, etc.)?**

- Significant competition for the same markets
- We do not partner as often as we should
- Competitors in certain markets charge more than we do (e.g., fitness)



### **Recreation Committee Workshop – February 12, 2013**

#### **Values – What is important to customers as it relates to parks and recreation?**

- Broad based programming
- Recreation is a valuable asset/vital service to the community
- Accessibility
- Balance fees and charges with accessibility
- Communication
- For all ages and abilities, ethnicities, etc.
- Quality service
- Leadership/role model for the community
- Ethics
- Transparency
- Affordability
- Inclusive
- Responsible service delivery
- Community satisfaction
- Credibility of and respect for parks and recreation

#### **Trends - What is happening as it relates to recreation service delivery, business practices, etc.?**

- Increases in the aging population
- Inclusive recreation and the challenges that now exist to serve this population
- Increases in the Asian population
- Family structure has changed
- Increases in affluence
- The Department is now managed like a business
- Increases in community development
- Visitors to the community attend programs and do not speak English
- Cost of business continues to rise



**PEST - What are the political, economic, social & technological climates affecting the Department?**

- More wealth in town
- Increases in competition for the same markets
- Special interests can gain political traction quickly
- Maintaining and sustaining an enterprise operation
- Increased use of technology
- Indirect costs allocation to the Department is too steep to recover over the long haul
- Communication and the dependence on technology versus interpersonal communication
- Accessibility to technology varies by market/audience
- The local political climate tends to shift abruptly

**Financial - What is the financial condition of the Department, the communities you serve, and your customers?**

- Increases in affluent families
- A segment in the community is “in need”
- Department is fiscally sound
- Increases in the gap between “haves” and “have nots”
- Greater need for financial assistance

**Market – What is happening with Department target markets (demographic shifts, use patterns, interests, behaviors, etc.)?**

- Interests of the Asian community are unknown/unmet
- Constant change
- Changes in behaviors and interests based upon generational differences
- Decreases in youth sports participation (traditional youth sports)

**Competition - What is happening with the competition (service development, delivery strategy, pricing, etc.)?**

- Technology
- Identifying the competition will be important
- YMCA, Hayden, AAU, other third party providers
- Any other activities both within and outside of the Department
- Increased competition
- Increased interest in working with competitors to partner and collaborate



**Department Strengths**

- Department management/leadership
- Staff responsiveness
- A “can do” attitude
- Over-subscription to programs
- Timely response to community interests
- Health conscience
- Fiscally responsible
- Customer focused
- Solid infrastructure
- Outreach to other service providers
- Experienced management
- Professional involvement in state association

**Department Weaknesses**

- Lack of space
- Lack of a succession plan
- Improve use of technology
- Limited staff and staff support
- Lack of a Department “brand”
- Narrow opportunities for diverse populations – does the Department know what various populations want?
- Partnerships – more

**Department Opportunities**

- Acquisition of new space – community center
- Partnerships
- Programs to respond to changing demographics
- Enhance community health
- A new business perspective on managing the Department
- Providing a “seat at the table” for the increasing Asian population





### Department Threats

- On-going, organized leadership
- Community engagement – on-going challenges due to time constraints
- Inability to “change the lens”
- Risk aversion

### Focus Groups & Community Meeting – February 11 & 12, 2013

The Town of Lexington Recreation Department's Strategic Work Plan process included a series of focus groups and a community meeting held to include general users, representatives of the business community, town leadership, Department staff, and others. A total of nine different focus group meetings as well as a community meeting were held over a two day period. An overview of the schedule and participation is listed below.

#### February 11, 2013

11:45 a.m. – 1:00 p.m. – Partners/Business Community  
1:15 – 2:30 p.m. – Youth Serving Organizations  
3:30 – 4:45 p.m. – Youth  
5:30 – 6:45 p.m. – Special Recreation/Inclusion Representatives  
7:00 – 8:15 p.m. – Youth Sports Organizations

#### February 12, 2013

11:45 a.m. – 1:00 p.m. – Town Leadership  
1:15 – 2:30 p.m. – Adults/Seniors  
3:30 – 4:45 p.m. – Recreation Staff  
4:00 – 5:15 p.m. – PT/Seasonal Staff  
5:30 – 6:45 p.m. – Lexington Community Representatives  
7:00 – 8:15 p.m. – Community Meeting

Focus group and community meeting attendees were asked a series of questions intended to gauge opinion and perspective relative to community issues and needs, the key issues the Department is expected to face over the course of the next three to five years, Department strengths, weaknesses, opportunities and threats, and other feedback intended to inform the development of the 2013-2016 Strategic Work Plan. A summary of all responses is provided below.



**Community Responses**

1. What do you believe to be the most essential (of critical importance) services the Town of Lexington Recreation Department provides the community?
  - Range of classes and activities that extend beyond sports
  - Summer programs including the pool, tennis courts, preschoolers (Teddy Bear)
  - Breadth of services; attempts to reach as many people as possible
  - Swimming facilities including the Reservoir – accessible aquatic facilities
  - Maintaining our fields, parks, etc.
  - Acting as a central resource to the community for field use and sports
  - Recreation services as a whole; not just sports
  - A variety of activities for different interests and abilities
  - Summer programs for varying ages
  - Breadth of recreation opportunities
  - An avenue for social interaction and a way for people to integrate into the community
  - Facilities with access for all
  - Youth programs
  - Town pool and track
  - Reasonably priced camps for children
  - Low pressure recreational programs (not competitive)
  - Drop-in activity
  - Maintaining facilities
  - Facilities in accessible and visible locations
  - The pool
  - Opportunities to participate in sports for all ages and abilities; strive for inclusion
  - Infrastructure for many people to use
  - Anything that continues to build a sense of community; sense of belonging
  - Opportunities for the community as a whole
  - Be an employer in the community
  - Fields and playgrounds
  - Health and wellness in response to obesity
  - Accessibility



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Different camps and children programs
- Enhance the quality of life; physical and cognitive development and learning
- Summer programs after school programs
- Recreational options for all ages
- Offering health and wellness program to all affordability
- Services for citizens with special needs
- Programs for varying cultures
- Summer camps
- Attractive teen programs
- Fields
- Places to connect and meet community members
- Social interaction and providing places for active lifestyles
- Recreation opportunities for young children
- The Lincoln Fields are great; always taken care of and well maintained
- Well maintained trails
- Summer camps
- Pools and tennis courts are clean and safe
- Pool and Reservoir
- Safety
- Activities and programs
- Green space
- Tennis courts
- Track
- Playgrounds
- Arts
- Fitness
- Teaching a range of skills to the young, to adults and enhancing all skill levels
- Maintaining recreational equipment, facilities and services to children



2. What do you believe to be the current and projected community issues and needs that the Department and its services can help resolve or impact moving towards the future?
- Maintaining our fields, parks, etc.
  - Volunteerism
  - Changing demographics - varying ethnic groups
  - Two income families
  - Availability of facilities
  - Increasing numbers of people with disabilities
  - Aging demographics
  - Dual parents working requires safe places for children
  - Never enough open space
  - Centralized location for people to congregate and socialize (enhance the social fabric of the community)
  - Affordability
  - Demographic changes and shifts (e.g., aging populations)
  - What will the community's "third space" (our three spaces - work, home, ?) look like?
  - Engaging youth and teens
  - Teens with little to do outside of school hours
  - A push for a community center
  - Structured activities for all age groups
  - Accessibility
  - Changing demographics
  - Space; not enough fields and indoor space
  - Growing senior demographic
  - Proving quality programs that are affordable
  - Aging of infrastructure
  - Increase in Asian population
  - Important of bringing the community together
  - Health and fitness over a lifespan
  - Address changing demographics (e.g., Boomers)
  - Recreation programs utilize more of our outdoor spaces
  - Transportation; loss of mobility



- Engage teens; places for youth
- Language barriers; where to get information and how to access
- Growing number of older adults; offer more senior services
- Teens; offer more for teens to do
- Addressing issues relative to the environment
- Field space
- Indoor space
- Silver Tsunami – interests in activities for older adults
- Green space preservation
- Adult 18+ demographic underserved, especially 50+ and “Seniors”
- Multigenerational and multi-ethnic community has no adequate central place to socialize and participate in activities such as Tai Chi, Zumba, drop-in socializing and connecting socially
  - \* Daytime indoor winter recreation unavailable to adults (children have space in schools)
- Teens have no gathering place
- Adults, “seniors” and children forced to use unhealthful Town Senior Center polluted by secondhand tobacco smoke (from Muzzey condo residents living above open atrium with shared ventilation system) for adult recreation and multigenerational socializing
- Social need especially for those without local family--move away or pass away; new neighborhoods often anonymous--neighbors do not socialize or even know each other including Town Meeting members who make no effort at all to visit their neighbors and get to know them before “representing” them (this varies by neighborhoods)

*[Identified themes: changing/shifting demographics; space]*

3. What key issues will the Department face over the next 5 years?
  - Maintenance
  - Escalating costs of doing business
  - Funding
  - Adding services within the constraints of limited resources
  - Space constraints
  - Competing interests for space
  - Interaction with the Hayden Recreation Center – why is use out of reach
  - Field use and maintenance
  - Prioritizing programs and services



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Space – seems to be the biggest problem
- Multi-use space where you can engage in any kind of activity/open spaces
- Something similar to a fairgrounds
- Connecting with economic development and tourism interests
- Sufficient number of fields and rooms (space); and space conducive to the activities
- Demographic shifts – attempts to engage diverse communities (e.g., age, Asian pops)
- Shifting from an agency that prioritizes youth to one that prioritizes all pops
- The Department should inquire into what the community actually wants – market research
- Funding; the Department operates as an enterprise fund
- A significant number of things the Department is responsible for where they cannot recover funds
- Prioritization of infrastructure improvements/enhancements/additions
- Partnerships
- Focus on serving the community in a collaborative way rather than in a competitive way; work together
- Technology – rapid advances
- Funding and the huge demand on capital
- Staffing
- Resistance to building more fields
- Changing demographics
- Maintaining existing infrastructure
- Transportation for people to get to recreation services
- Ensure support from other agencies and organizations including Town services
- Coordination with those who can be good partners
- Population increases
- Increase in older adults
- Different types families moving into Lexington; more money which results in different needs
- Increases in Asian population
- Keeping up with the demand for dedicated recreation space (both indoor and outdoor)
- Disparity between cultures; more learning opportunities for education of varying cultures
- Meeting demands for field space or indoor space
- Funding
- Identifying what the community's needs will be moving forward



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Focus on quality versus quantity
- Meeting the needs of an increasingly diverse community
- Adapting as demographics change
- Meeting demands of growing community
- Financial constraints
- Maintenance
- No adequate plans from Town agencies for serving retiring and current “Senior” population endangering social and physical health for empty-nesters and retirees
- No community center “heart” to Lexington, only commerce, stressful politics and stressful schooling

*[Identified themes: responding to changing/shifting demographics; identifying appropriate space; funding/the economy; maintaining infrastructure]*

4. Of the “key issues” you mentioned, what do you believe should be the Department’s priorities in the next 5 years?

- Older adult needs
- Space; community center
- Funding
- Make a decision regarding the community center and move on (yes or no)
- Meeting the programmatic interests of the community
- Maintenance of existing facilities/parks
- Creative with recreation programming
- Communication to the community
- Define purpose; avoid fragmenting the Department
- Field availability including fields for non-organized activity
- Youth programs and senior programs
- Indoor space and fields – not enough capacity (do we now this for sure?)
- Market research – community engagement
- Shifting from an agency that prioritizes youth to one that prioritizes all pops
- Focus and not attempt to serve all interests
- Intergenerational opportunities given demographic shifts
- A stable financial future



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- A community center
- Partnerships
- Maintain what you have while looking towards the future
- Continue to rehab and renovate properties
- Language barriers
- Ensuring and reaching out to partners; reaffirm commitments; co-exist in a healthy way
- Continue to do what they already do well; dovetail into any necessary modifications
- Financial plan
- Adjusting their services to account for changing demographics (e.g., elderly pops)
- Communication to and from constituent, customers, etc.
- Succession planning
- Indoor space
- Cultural integration (in collaboration with the 20/20 Vision sub committee's work)
- Communication to encourage ongoing engagement and participation
- Collaborations – effective use of limited resources; exposure
- Better promote what the Department does and what it is; community outreach
- Allocating funding appropriately; identify gaps
- Community center
- Serve as many people as you can with the least amount of dollars
- Engage the Asian community to determine what interests they have
- Interest and involvement in the community; people seem to have a lack of appreciation for the community
- Lots of camps for children; too many that are the same; change the camp focus to provide things that are not currently provided
- Meeting demands of growing community
- Financial constraints
- Maintenance
- Community Center serving all ages and ethnicities, building community which has largely vanished from Lexington (especially for those without school-age children, but also between age groups)
- Stabilize teens with intergenerational fun connection in a Community Center (sharing music, for example, and learning from each other)
- Provide healthful social activities and exercise for “seniors” in above-ground, sunny Community Center
- Maintain ongoing services to children





---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

*[Identified themes: responding to changing/shifting demographics; identifying appropriate space; funding/the economy; maintaining infrastructure; communication and community outreach; partnerships; identifying future service priorities]*

5. What are the key strengths of the Department and its services? What do they do well? What do you like about what they do?
- Office is welcoming and staff are responsive
  - Communication
  - Staff's enthusiasm for what they do
  - The Department is well integrated into the community
  - Staff have made many attempts to provide programs for many interests
  - Accommodating; personal service; kind
  - The way the staff collaborate with other agencies including other Town Departments
  - Love working with the staff
  - Staff are professional
  - Easy to work with
  - They listen well and attempt to meet the community's needs
  - Amazing that they accomplish with so few staff
  - They are the best!
  - Affordable services
  - Diverse offering of services
  - Inclusive
  - They listen and react to criticism
  - Staff – they understand their clientele
  - Resource utilization – good use of resources
  - Partnering; work with other community organization
  - Maintain parks and recreation assets; things are in "great shape"
  - Concerned about safety
  - Offer a variety of programs; diversity
  - One of the strongest Department's in the Town
  - Breadth of offerings; impressive
  - Employ youth
  - How the Department staff handle difficult situations



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- “Grandmother friendly”
- Pool is accessible
- The reservoir
- Excellent job of recruiting, training and hiring seasonal staff
- Variety of programs offered
- Communication is excellent
- Good job of meeting as many needs as possible while identifying niche’ markets
- Resourceful
- Good leadership
- Collaboration
- Swim program and pool
- Advertise services available
- Not afraid to try new things
- A good sense of security for those who participate in services; safety is a priority
- Variety of programing
- Skiing
- Imaginative
- Their budget is a “magic show” – they help support other Town services
- Provide scholarships to those who are in need
- Teen employment opportunities
- Excellent job in managing field allocation
- Very personable staff
- Staff are accommodating and caring
- Staffing of programs appropriately
- Fields are in good condition
- Lincoln Fields are great
- Good jobs with camps for children
- Youth services
- Diversity of programs
- Staff are good listeners
- Strong training programs (e.g., coaches training)



- Properties are well maintained
- Communication
- Dedicated personnel with creative talents seen in scheduling busy spaces (tennis, fields)
- Professional understanding of the importance of social capital to the health of every age group
- Personnel intelligent and able to learn and grow into the 21st century Lexington needs
- Personnel familiar with the community and likely caring about health for all ages
- School facilities provide gyms and cafeteria space usable for some social recreation
- Many playing fields

6. What are the weaknesses of the Department and its services? What can be improved upon?

- Services for people with disabilities
- No family bathroom at the outdoor pool
- Services for youth/teens
- Recreational services and spaces for winter month activity
- Coordination of space in classrooms; set-up is not what is needed for some programs
- Transition from hard copy catalogue to on-line catalogue and registration
- At times, catalogue does not come out in a timely way
- Website – needs to be more user friendly and polished
- Coaches training – in particular for basketball; needs improvement (quality of instruction is not what it should be)
- General safety training
- Understaffed; efficient but taxed
- When trying to be all things to all people that can result in “watered down” programs
- Marketing and promotional materials are weak and dated; web presence (a Town issue as a whole)
- The image has to change; what do they want to be and what do they want their image to be?
- They should consider leveraging technology to be more customer focused
- More specialized services for persons with disabilities
- A heated pool; therapeutic pool
- Conflicts with swim lesson times and interest in open swim hours
- Registration day is a problem
- Teens are not engaged in recreation in the community
- Lack of facilities



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Communication including the use of social media
- Access to more centralized facilities management; coordination of room use
- Not enough fields
- Publicity; a lot of people do not know about the Department or the services provided
- Website is poor
- The field utilization process could be made more transparent; can the youth sports organizations work together for better utilization; the current process is opaque
- Too much emphasis on older people; less emphasis on teens
- Communication could be improved; general communication about what's happening
- Renovations to facilities in poor condition
- Better coordination with conservation – passive recreation
- Better coordination with H.S. to engage teens
- Volunteer/community service opportunities
- Promote the Department better
- “Recreation” far too narrowly defined
- Too much emphasis on competitive team sports which are repeatedly served at the expense of the Town as a whole, as ever more new families move to Lexington, while longtime residents and other forms of recreation are underserved
- Too aggressive a tone in fighting to place playing fields on open space, although community-building is an important value for Lexington, which supports a community farm
- Procedurally opaque processes using Town employee insider knowledge of procedures without proper and adequate outreach to affected citizens of Lexington (Busa Farm fiasco handled properly by BLUPC appointed by Selectmen after outcry from citizens about this)
- Lack of imaginative coordination with Open Space availability throughout Lexington making use of outdoor recreation other than running or games, such as outdoor Tai Chi, folk-dancing, bird watching, nature walking, animal tracking and observation, Bikepath, non-competitive “fun”
- Teen activities seem insufficient to engage troubled at-risk youth

*[Identified themes: communication; marketing; space]*



7. What opportunities exist for the Department moving forward? What is it that the Department can capitalize on?
- A great story to tell; how critically important the Department and its services are to the community
  - The potential for partnerships to better utilize limited community resources including staff expertise, money, facilities, etc.
  - A community center
  - Services for youth/teens
  - A need for a community vision and buy-in
  - Diverse cultures and what opportunities may exist for these growing populations
  - Opportunities for people with disabilities
  - Partnerships with other agencies to fill gaps
  - Seek out state and federal funding
  - Enhance communication via collaborations with other service providers in the community - use the other providers to tot the horn of the Department
  - Technology – social media and other ways to get the word out about the Department and its services
  - Seek out non-parent volunteers (e.g., empty nesters, singles)
  - Creating a community within a community via special events, etc.
  - Engage the business community; develop relationships; more outreach to brainstorm ideas
  - Outreach to diverse communities
  - Tourism; incredible volume of tourists; drop in programs for transient pops
  - Define customers – should there be a non-resident rate or one rate for all customers?
  - Engage Town employees in Department programs and services; wellness services
  - Use public spaces a bit differently; repurpose spaces
  - Community center
  - Take advantage of the youth population; expand services and hire youth
  - Review and assess traditional services; are they really want the community wants today?
  - Those who are not current users
  - Partnership with schools to share an afterschool program bus
  - Capitalize on existing partnerships
  - Community center and potential resulting partnerships
  - Take advantage of alternate funding sources
  - Community service projects for middle school and high-schoolers
  - Working with schools to meet unmet demands in fitness, etc.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Connect more frequently with organizations which serve persons with disabilities
- Develop an attractive site for youth/teens who interact via computers adding a wellness component
- Capitalize on interest in biking
- Central Town Department for managing the Community Center
- Cultural integration opportunities
- Better utilize Social Media
- Intergenerational programming
- Work with Conservation Stewards to better use outdoor areas (increase outdoor recreation programming opportunities (partnership)
- Partnering in general
- Interested community
- Via the website, a method by which parents can look at what services are available by date/time (e.g. what is available on Thursdays at 3 p.m.)
- Work with established youth sports organizations to help promote leagues, etc. (become a centralized location for comprehensive community-wide youth recreation via the website – possibly use the schools for distribution of materials as well
- Identify gaps in service to fill
- Outreach to the Asian community
- Teen community center for middle-schoolers
- Special events for teens - controlled (5Ks, field days, holiday dances) with no parents
- Volunteer opportunities (e.g., work with seniors)
- Teen advisory board
- Music focused events or activities
- More directed towards youth and teens; more special events
- More restrooms, snack shack and a great sound system at Lincoln Fields
- Turf field improvements and general field improvements; many spaces are outdated
- More trails
- Infield of the track (e.g., discus and shot put areas); need updating
- Use of social media needs to be improved
- Use Lexington Patch more
- Organized activities for older adults – increase socialization
- Capitalize on open space
- Encourage adults/youth interaction



- Rent/lease available spaces
- Safe bike lanes/routes
- Keep people in town to recreate - activity options close to home
- Consider indoor sports
- See Strengths above
- Selectmen currently more aware of community-building needs in Lexington
- Selectmen currently more aware that fake colonialism being sold to tourists does not make a community
- Hunger in community for community-building demonstrated by Committee results on Community Center and parallel small efforts to engage neighborhoods however problematic to do that

*[Identified themes: proactive response to changing/shifting demographics; community center; technology; communication and community outreach; partnerships]*

8. What barriers, challenges, and/or threats exist that must be addressed or overcome in order for the Department to provide parks and recreation services to the community today and into the future?
  - Competing interests for open space that have become a zero sum game
  - Limited resources including funding, staff, etc.
  - When things are going on alright we tend to stay the course and not change
  - Resources (land, staff, funds)
  - Perceived decline in community engagement/parental involvement
  - Less opportunity to congregate due to safety/security issues
  - Cultural barriers – language barriers
  - Funding
  - Commit or not to fields
  - Climate change – so many fields on built on wetlands
  - Financial barriers – people do want to spend more money on services
  - Perception of what the community sees the Department providing, being, etc.
  - Defining how the Department sees themselves in addressing public health issues
  - How staff deals with evolving behavioral challenges (e.g., children's behaviors)
  - Does the community see recreation services as a community priority?
  - Funding



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Security and perceived safety of programs and facilities
- Increasing program availability and access; maintain enrollment
- Continue to identify what people want given dynamic change
- Outreach to varying ethnic communities
- Financial
- Values judgments amongst the community
- Language and cultural barriers
- Succession planning
- Shift marketing strategy – on-line and social media presence; translation services
- Public safety concerns about programs and services
- Environmental sustainability interests and concerns
- The lack of a “cool factor” that inhibits teens from engaging in recreational activities
- Programming for persons with disabilities
- Identifying the number of persons with disabilities over 22 who need services
- Space
- Budget
- Language barriers
- Outreach
- Funding
- Promotion through the schools
- Lack of information to substantiate the number of fields needed for youth sports
- Lack of fields and fields conducive to evening play
- Changing demographics of the community; how do the changes impact participation
- Budget
- Competition (internal and external)
- Development
- Identifying funding for open space/land
- Tension between open space, fields and farm land
- \* Lack of understanding of “digital divide” where some are tech adepts and others use the phone, newspaper and familiar technology or word of mouth; multiple modality communication of vital importance (notices in the Library, posted at Depot Square, newspaper, Town website, schools, Senior Center, et. al. to reach out to public)





---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- New demographic unfamiliar with this history of Town issues push for self-interest
- Ethnic demographics unfamiliar with local community
- Town Meeting members or Selectmen who are ignorant of or deny problems of “Seniors” or who do not support government solution to social and physical health needs
- Unfounded expectation that “everybody” is a church/synagogue-member served by a religious institution, has local family, has children living locally and is able to keep up with important information in the absence of a functioning local newspaper and in the splintering of digital communication
- Lack of space
- Financing and prioritization
- Lack of regional planning

*[Identified themes: funding/economy; lack of space; competition; cultural barriers]*

9. What/who are potential partners the Department should consider working with in the future? Why?

- Library
- Schools
- Hayden
- Senior Center
- Schools
- Community Education
- Library
- LexFun
- PTAs
- LAB
- Minuteman Tech
- Private business (e.g., bike shops that could provide instructors to teach)
- LexFarm
- Conservation groups
- Dana Home (cooking classes, nutrition)
- Town’s economic/business development
- Youth sports organizations (e.g., Pop Warner, CYBA, etc.)



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Engage the business community; develop relationships; more outreach to brainstorm ideas
- Community Education
- Possibly work with neighboring community parks and recreation agencies; regionalism
- HR and wellness programs for Town employees
- Tourism; existing partnership is good; possible more opportunities
- Lexington Christian Academy – they have space available
- Minuteman
- Hayden
- Service organizations (e.g., Lions Club, Rotary, Elks)
- Human Services Department
- Chinese Asian Americans of Lexington and Indiana Americans of Lexington (to address language barriers)
- Partner with local schools (transition planning for teens with disabilities)
- Hayden
- Senior Center
- Private businesses (sponsorships)
- Universities and secondary schools (e.g., Best Buddies program – volunteerism)
- Other recreation departments; avoid duplication
- Lex Media
- Schools (e.g., summer program for persons with disabilities including for those over 22 years, athletic departments, P.E. and wellness departments, arts and music)
- Cotting School (e.g., summer program for persons with disabilities including for those over 22 years)
- Neighboring communities to provide various services
- Any agencies that have resources that could help the Department provide recreation services
- Monroe Center for the Arts
- Private businesses
- Lexpress (summer gap on the Lexpress pass for students)
- Council on Aging
- Lex Fun
- Library
- English at Large (meeting the needs with Asian populations)
- 20/20 Sub committee



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Community Education
- Schools (intramural sports)
- Youth sports organizations
- Chinese Asian Americans of Lexington and Indiana Americans of Lexington (to address language barriers)
- SEPAC (special education parents advisory council)
- LABBB (Lexington, Arlington, Bedford, Belmont, Burlington)
- Lexpress
- Board of Health
- Lexington Newcomers Club
- Schools including booster clubs
- Youth sports organizations
- International Educational System – language services
- State Department (e.g., Water Festival)
- Adjoining towns/communities – bike path connections
- Schools/Adult Education
- Senior Center
- Farmers Market
- Hayden Recreation Center
- Community Farm
- Conservation Commission
- Committee with Specialized Focus
- Bike Advisory Committee
- “Seniors” and disabled, unable to drive, not aware of bus lines, with no bus on weekend
- Adults fearful of walking on icy surfaces
- Adults isolated in ever-more anonymous, hurried neighborhoods of people who remain strangers due to their busy schedules and lack of interest in connecting deeply with community
- Adults with no public gathering place for Tai Chi, Zumba
- Ethnic groups unable to speak English well
- Lexington-At-Home “senior” group size restricted by members’ living room size because no central place to gather



10. Do you believe there are populations who have no and/or limited access (e.g., physical, financial, transportation, language barriers) to Department services? If yes, who are they and what do you believe are the barriers?

- Increasing Asian populations
- Language barriers
- Greeley Village and Vine Brook (public housing villages) transportation and language barriers
- Persons with disabilities
- Elderly with mobility issues
- Language barriers
- Low income youth and families
- People with mobility issues; physical access
- Language barriers (Asian families – most frequently the older family members)
- Affordable services for low income persons (is the outreach/education available?)
- Language barriers
- Technology; website provides some challenges in terms of accessing information
- Those who do not wish to engage in technology
- Increasing Asian populations and language barriers
- Those with mobility issues
- Those with limited technological access
- Children who have working parents
- Seniors (particularly those living in public housing)
- Those with language barriers
- Families who have children of multiple ages; child care is limited
- Language barriers
- Financial barriers – low income cannot afford some of the high fees
- Transportation for seniors
- Language barriers
- Persons with disabilities
- Language barriers
- Transportation barriers
- Families/individual with financial constraints
- Community Education connected with many low-cost excellent teachers



- Selectmen
- Conservation Commission administering open space
- LexFarm community farm organization
- Social Services
- Senior Center personnel
- Transportation and LexPress
- Advocates for community-building, for teens, for seniors
- Churches with tax-free space and Interfaith outreach
- Volunteers wishing to help improve Lexington's social recreation
- Nearby Towns cooperating with sharing facilities and resources

*[Identified themes: cultural/language barriers; low income persons; older adults with mobility issues; persons with disabilities]*

11. Are there any other things we should be aware of moving forward so that this process is as effective as possible?

- Concerned about the community center; people say they want it but they then tend to say they don't want the services
- Send surveys out to as broad audience as possible
- Open communication
- Status of the community center project
- The Department needs to be proactive in getting contributions from new community members (make a concerted effort to reach those who they typically do not hear from)
- Be open to what other parks and recreation agencies who are cutting edge are doing
- Aging in place--strong desire of older adults to remain in homes, instead of theory that all would sell and move to CCRC. More in-home service agencies increasingly available make it possible.
- Lexington is great location with access to Boston's cultural and educational riches, close to N.H., VT, ME--not as "far away" for retirees as Concord and beyond so incentive to stay and age in place currently practiced by 30% of Lexington "senior" population
- Church and synagogue membership lacking in 21st century is not a substitute for well-planned social and physical recreational services for Lexington community at large
- Lexington is the only town without a Community/Senior Center of all surrounding similar towns. A too-small space underground polluted with second-hand tobacco smoke is not healthful or even actually legal as a workplace and should not be acceptable as a recreational space for Lexington



12. Are there any other thoughts you would like to share concerning the Town of Lexington Recreation Department?

- This community likes and values its recreation – both outdoor and indoor activity
- Keep the channels of communication open between schools and the Department; too much to gain or lose
- Good to have feedback from community members who represent our community (does the Asian community have a seat at the table?).
- Aren't enough fences in town
- Youth sports – tension between recreational and competitive levels
- The Department should remember its key role as facilities management and access for the community.
- A need for central scheduling website. Black box scheduling elevates issues and concerns
- The Department should continue to do what they are doing...
- Would be nice if we could make an annual movie about what the Recreation Department does in a year; updates
- More active participation in the Town lists
- Utilize the demographic info available to inform and educate staff
- Also use school district data to drive decisions
- Are there ways to attract new increasing populations (e.g., Asian community members) into public services?
- Important to engage the community in conversation without allowing domination - “one voice”
- Being aware of which agencies are providing which services – ensuring access
- A general coaches training including a concussion awareness program
- The hut at the Reservoir “hut” is disgusting!
- An improved effort to let us know what is going on would be great (let us know about community service opportunities, etc.)
- Creating connections with the elderly
- Works towards increasing inclusivity
- Make public aware of recreation Committee and duties
- Think longer term - master plan
- Employ creative ways to take care of the system and facilities
- Take advantage of volunteers (e.g., youth sports – adopt a park)
- Lexington, described as “a wasteland” if one has no children here, and as “sterile suburbia”, is well-known for its schools which sell its real estate, and for its tourism which makes money for some, but its community is split among various religions and fast-road-divided neighborhoods where as Noam Chomsky recently put it, “Lexington looks as though there has been a gas attack--here and there a garage door opens and an SUV comes out, the structures are intact, but there are no people” to speak of.
- There is no “pot-bellied stove” or “general store” or centralizing local community-building social recreational facility for actual community building. Lexington has fractured between “Townies” and “newbies”, along age demographics and more recently including a burgeoning ethnic and a transient component unfamiliar with or not interested in local traditions and community values. Why should



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

one stay in Lexington except for the schools? How about building real, non-“Williamsburg-tourist dollar focused” actual community for all ages, mindful of social health?

- Thank you after scheduling a Community Meeting during a scheduled Recreation Department course we had enrolled in, for making sure that those who do not see information on the computer or websites is able to contribute to your important Strategic Plan Development Focus Group. It is important to reach out to all citizens in multiple modalities as our modes of communications change ever faster to the point of stress.





## Appendix C Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan - Community Interest Survey Results

As a component of the Town of Lexington Recreation Department's strategic plan development process, a brief survey was developed and administered to solicit community and customer opinions and perspectives relative to current Department efforts, initiatives, and other relevant issues that are perceived to impact operations moving forward.

Survey Monkey, an on-line survey software and questionnaire tool, was used as the distribution mechanism. The survey was designed to be open and therefore; not statistically valid. It was intended as a complement to previous engagement strategies (e.g., focus group and community meetings held on February 11 & 12, 2013).

The survey and/or information concerning how to access the survey was distributed via a number of mechanisms including the following:

- **Recreation Data Base (2,469)**
- **LEXFUN** - pre-school PTA organization (574)
- **Town Email Subscription List (648)**
- **Town Meeting Members Association (198)**
- **Youth Sports Organizations (estimate 4,000 – 5,000 total membership)**
  - *Lexington Pop Warner League*
  - *Lexington Babe Ruth Baseball*
  - *Lexington Youth Basketball Association*
  - *Lexington/Bedford Youth Hockey*
  - *Lexington Youth Lacrosse*
  - *Lexington United Soccer Club*
- **Lexington Public Schools – global connect (6,479 total enrollment; estimate 2,700 emails)** Survey was also sent through the following individual PTA's:
  - *Estabrook School PTA (enrollment 470)*
  - *Bowman School PTA (enrollment 531)*
  - *Fiske School PTO (enrollment 484)*
  - *Harrington School PTA (enrollment 414)*
- **Lexington Clergy Association (30 official members)**
- **Asian Community association**





---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Indian Community association
- LexEngage (online community forum) info and link
- Hard copies and info on survey link at Cary Library
- Hard copies and info on survey link at Lexington Senior Center
- Hard copies and info on survey link at Town Clerk's office
- Hard copies and info on survey link at Recreation Department office
- Recreation Website – info and link
- Town Website –info and link
- Facebook – link
- Lexington Minuteman Newspaper – info and link
- Lexington Patch (online paper) – info and link (Sheila)

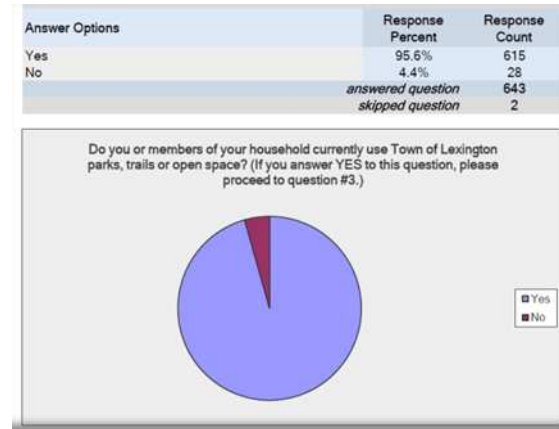
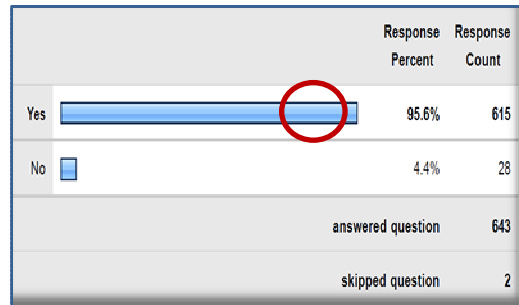
### General Considerations

- 645 people began the survey with 642 completing the survey (99.5%).
- There were some open ended question responses that lacked civility specifically as it related to the question concerning income; however, these responses were few in numbers.
- It was brought to the Department's attention that some may have had difficulty completing a couple of questions (numbers 7 & 8 seemed of most concern) – these challenges seemed to affect Mac users only.
- 95.6 percent of respondents use Town of Lexington parks, trails and open space.
- 78.2 percent of respondents participate in Town of Lexington recreation services.
- Approximately one in every three respondents who DO NOT participate in Town of Lexington recreation services utilizes other recreation service providers.
- Respondents believe that the MOST ESSENTIAL services the Town of Lexington Recreation Department provides the community are neighborhood parks, trails and open space.
- When asked to identify the key issues the Town of Lexington Recreation Department should focus its efforts and resources moving forward, 70.8% responded that maintaining the quality of parkland and open space was the priority.
- When asked what improvements or additions to Town of Lexington Recreation Department parks and facilities were MOST IMPORTANT to the Lexington community, respondents ranked "improvements to existing parks and facilities" as a priority.
- When asked what improvements or enhancements to Town of Lexington Recreation Department recreation services were MOST IMPORTANT to the Lexington community, respondents ranked "activities that focus on health and wellness" as a priority.
- A correlation exists between perceived affordability and income levels of those who completed the survey (90.2% of respondents said that services were "affordable" with 74.3% of survey respondents having an average annual income of \$100,000 or more).
- Racial/ethnic profile and income levels of those who completed the survey aligns with the community's demographic.

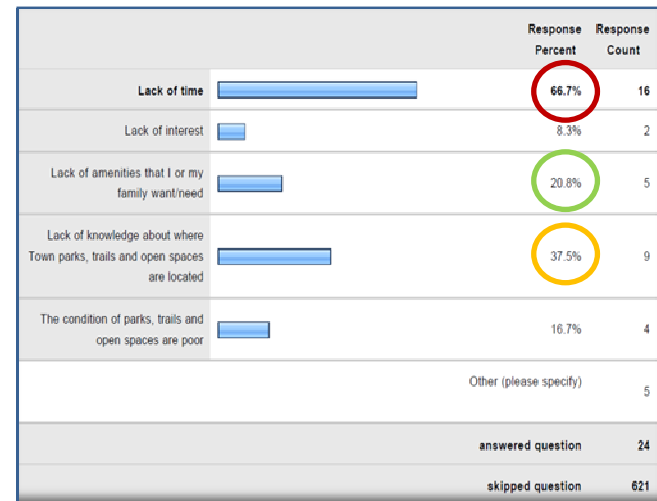
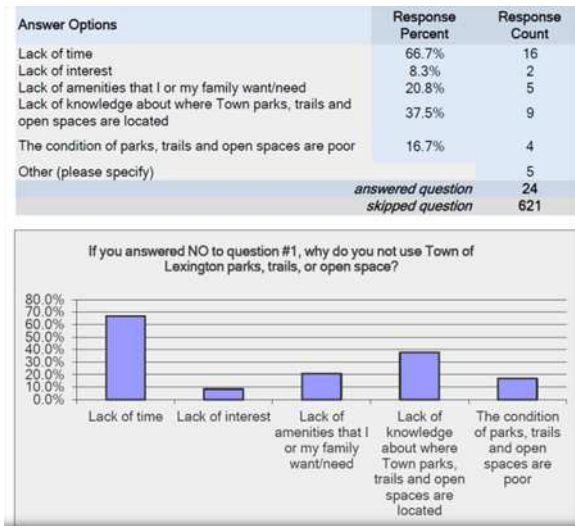


## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

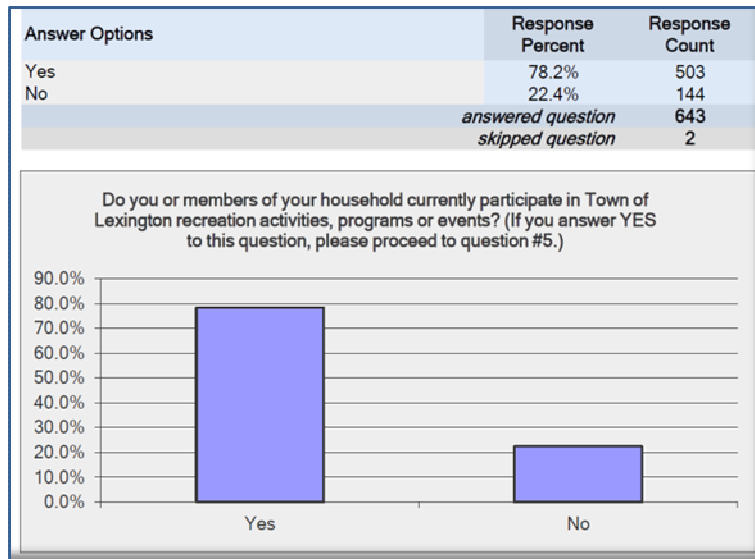
1. Do you or members of your household currently use Town of Lexington parks, trails or open space? (If you answer YES to this question, please proceed to question #3.)



2. If you answered NO to question #1, why do you not use Town of Lexington parks, trails and open space?



## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan



3. Do you or members of your household currently participate in Town of Lexington recreation activities, programs or events? (If you answer YES to this question, please proceed to question #5).

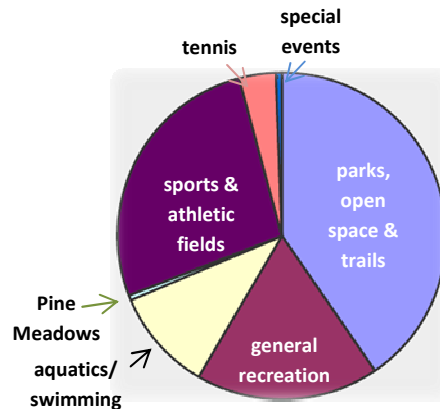
	Response Percent	Response Count
Yes	78.2%	503
No	22.4%	144
answered question		643
skipped question		2

4. Do you or members of your household currently participate in Town of Lexington recreation activities, programs or events? (If you answer YES to this question, please proceed to question #5).

	Response Percent	Response Count
Lack of time	26.0%	35
Recreation programs and activities offered are not of interest	29.2%	36
Location of programs and activities is not convenient	3.8%	5
Times of programs and activities is not convenient	30.0%	39
Programs and activities are too expensive	12.3%	16
I/we use recreation services offered by other recreation providers/organizations	32.3%	42
Other (please specify)		28
answered question		130
skipped question		515



5. What do you believe to be the MOST ESSENTIAL (important) services the Town of Lexington Recreation Department provides the community? (please select one)














	Response Percent	Response Count
Neighborhood parks, open space and trails	40.4%	260
General recreation programming (e.g., classes, camps)	18.0%	116
Aquatic/swimming facilities	10.1%	65
Pine Meadows Golf Club	0.4%	3
Sports and athletic fields	26.7%	172
Tennis	3.6%	23
Special events	0.6%	4
Other (please specify)		17
<b>answered question</b>		<b>643</b>
<b>skipped question</b>		<b>2</b>

6. Of the key issues listed below, please select those which you believe the Town of Lexington Recreation Department should focus its efforts and resources moving forward. (select all that apply)

Answer Options	Response Percent	Response Count
The health and wellness of residents	44.0%	283
Changing community demographics and make-up (e.g., Gap between number of low income and higher income residents)	15.9%	102
Maintaining the quality of parkland and open spaces	70.8%	455
Accessibility of services (e.g., affordability, transportation to and from services)	25.5%	164
Identifying the Department's role and image in the	7.8%	50
Lack of parkland and open spaces	12.4%	80
Lack of outdoor recreational spaces (e.g., sports fields)	30.2%	194
Lack of indoor recreational spaces (e.g., community center)	44.9%	289
Environmental sustainability and responsibility (e.g., recycling efforts)	22.6%	145
Technology's impact on the community	6.2%	40
<b>answered question</b>		<b>643</b>
<b>skipped question</b>		<b>2</b>



## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

		Response Percent	Response Count
The health and wellness of residents		44.0%	283
Changing community demographics and make-up (e.g., increase in older adults/seniors, increase in Asian residents)		15.9%	102
Gap between number of low income and higher income residents		13.1%	84
Maintaining the quality of parkland and open spaces		70.8%	455
Accessibility of services (e.g., affordability, transportation to and from services)		25.5%	164
Identifying the Department's role and image in the community		7.8%	50
Lack of parkland and open spaces		12.4%	80
Lack of outdoor recreational spaces (e.g., sports fields)		30.2%	194
Lack of indoor recreational spaces (e.g. community center)		44.9%	289
Environmental sustainability and responsibility (e.g., recycling efforts)		22.6%	145
Technology's impact on the community		6.2%	40
answered question			643



## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

7. In the event the Town of Lexington Recreation Department were to invest in improving or enhancing parks and facilities, which of the following improvements or additions do you believe to be **MOST IMPORTANT** to the Lexington community as a whole? (with 1 being most important and 4 being least important)

Answer Options	1	2	3	4	Rating Average	Response Count
Improvements to existing parks and facilities (e.g., fields, playgrounds)	220	251	147	25	1.96	643
Addition of parklands and open space	85	155	219	184	2.78	643
Addition of outdoor sports fields (e.g., turf fields for soccer, lacrosse, baseball)	113	115	175	240	2.84	643
Addition of a Community Center (e.g., indoor recreational space)	225	122	102	194	2.41	643
<i>answered question</i>						643
<i>skipped question</i>						2

	1	2	3	4	Rating Average	Rating Count
Improvements to existing parks and facilities (e.g., fields, playgrounds)	34.2% (220)	<b>39.0% (251)</b>	22.9% (147)	3.9% (25)	1.96	643
Addition of parklands and open space	13.2% (85)	24.1% (155)	<b>34.1% (219)</b>	28.6% (184)	2.78	643
Addition of outdoor sports fields (e.g., turf fields for soccer, lacrosse, baseball)	17.6% (113)	17.9% (115)	27.2% (175)	<b>37.3% (240)</b>	2.84	643
Addition of a Community Center (e.g., indoor recreational space)	<b>35.0% (225)</b>	19.0% (122)	15.9% (102)	30.2% (194)	2.41	643
<i>answered question</i>						643
<i>skipped question</i>						2





8. In the event the Town of Lexington Recreation Department were to invest in improving or enhancing recreational opportunities, which type of recreational service do you believe to be MOST IMPORTANT to the Lexington community as a whole? (with 1 being most important and 10 being least important)

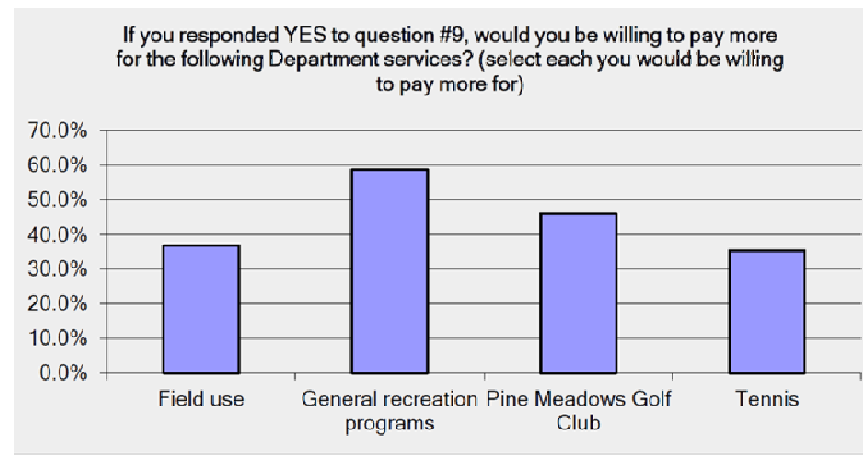
	Average											Count
Activities and events focused on physical health and wellness	45.3% (291)	16.0% (103)	14.9% (96)	8.4% (54)	4.2% (27)	3.6% (23)	4.4% (28)	1.6% (10)	0.8% (5)	0.9% (6)	2.57	643
Activities and event focused on youth under 12 years of age	23.8% (153)	31.9% (205)	17.7% (114)	7.9% (51)	6.4% (41)	4.2% (27)	3.6% (23)	2.0% (13)	1.1% (7)	1.4% (9)	2.95	643
Activities and event focused on teens ages 12 - 17 years of age	18.4% (118)	27.8% (179)	28.0% (180)	10.6% (68)	5.1% (33)	4.7% (30)	2.0% (13)	1.9% (12)	0.9% (6)	0.6% (4)	2.98	643
Activities and events focused on young adults 18 – 34 years of age	1.6% (10)	3.3% (21)	9.5% (61)	29.2% (188)	15.6% (100)	10.4% (67)	11.8% (76)	6.8% (44)	5.8% (37)	6.1% (39)	5.44	643
Activities and events focused on middle aged adults 35 - 59 years of age	2.8% (18)	4.4% (28)	9.3% (60)	13.2% (85)	31.3% (201)	13.5% (87)	7.8% (50)	9.2% (59)	5.9% (38)	2.6% (17)	5.37	643
Activities and events focused on older aged adults 60 - 74 years of age	0.9% (6)	3.0% (19)	5.9% (38)	9.2% (59)	15.6% (100)	38.1% (245)	13.1% (84)	7.3% (47)	5.8% (37)	1.2% (8)	5.82	643
Activities and events focused on elders 75 and older	0.6% (4)	1.6% (10)	3.0% (19)	7.0% (45)	8.4% (54)	9.8% (63)	40.6% (261)	14.9% (96)	6.7% (43)	7.5% (48)	6.80	643
Activities and events focused on persons with disabilities	1.4% (9)	3.9% (25)	4.2% (27)	6.4% (41)	5.6% (36)	7.3% (47)	7.8% (50)	45.3% (291)	14.2% (91)	4.0% (26)	7.03	643
Activities and events focused on low income residents	1.9% (12)	2.6% (17)	4.2% (27)	3.4% (22)	3.6% (23)	5.1% (33)	6.1% (39)	6.8% (44)	51.2% (329)	15.1% (97)	7.91	643
Activities and events focused on the increasing diversity of the Lexington community	3.4% (22)	5.6% (36)	3.3% (21)	4.7% (30)	4.4% (28)	3.3% (21)	3.0% (19)	4.2% (27)	7.8% (50)	60.5% (389)	8.14	643
answered question												643
skipped question												2



9. Since 1991, the Town of Lexington Recreation Department has operated as an Enterprise Fund whereby program and facility fees are expected to cover the cost of operations. That being said, do you believe the services (e.g., program fees, field use fees, greens fees) provided by the Recreation Department are affordable?

		Response Percent	Response Count
Yes		90.2%	580
No		9.8%	63
answered question			643
skipped question			2

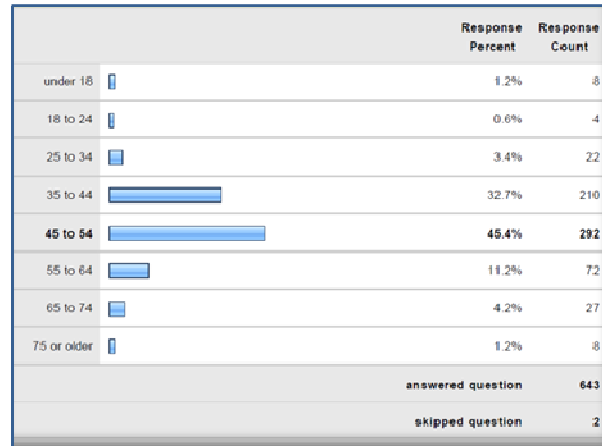
10. If you responded YES to question #9, would you be willing to pay more for the following Department services? (select each you would be willing to pay more for)





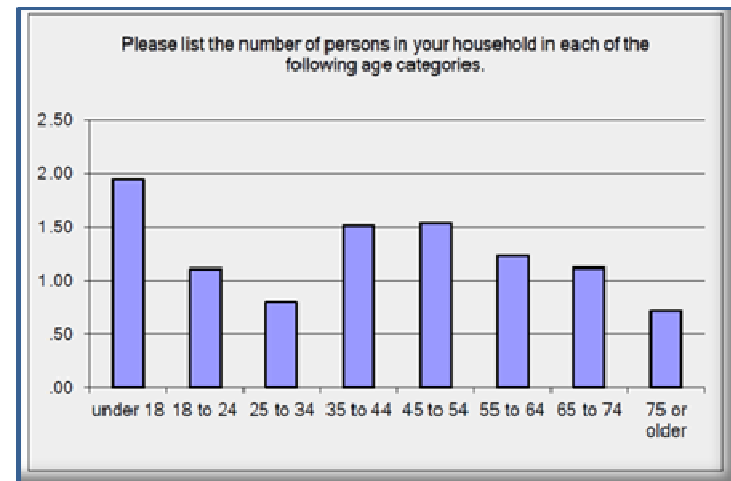
11. What is your age?

78.1% of  
respondents  
were between  
the ages of 35-  
54

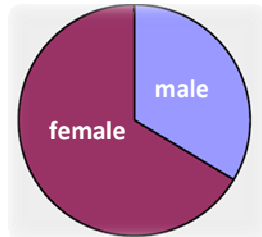


12. Please list the number of persons in your household in each of the following age categories.

Answer Options	Response Average	Response Total	Response Count
under 18	1.94	1,106	571
18 to 24	1.11	148	133
25 to 34	.80	45	56
35 to 44	1.51	398	263
45 to 54	1.54	548	356
55 to 64	1.23	147	120
65 to 74	1.12	64	57
75 or older	.71	27	38
<b>answered question</b>			<b>643</b>
<b>skipped question</b>			<b>2</b>



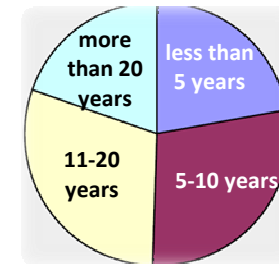
13. Are you male or female?



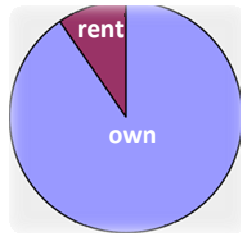
		Response Percent	Response Count
Male	<div><div></div></div>	33.6%	216
Female	<div><div></div></div>	66.4%	427
answered question			643
skipped question			2

14. How long have you lived in Lexington?

		Response Percent	Response Count
Less than five years	<div><div></div></div>	22.1%	142
5-10 years	<div><div></div></div>	28.5%	183
11-20 years	<div><div></div></div>	29.9%	192
More than 20 years	<div><div></div></div>	19.6%	126
answered question			643
skipped question			2



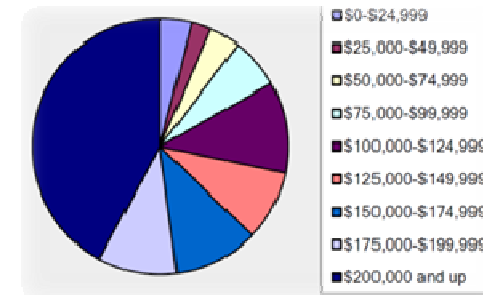
15. Do you own or rent your residence?



		Response Percent	Response Count
Own	<div></div>	90.4%	581
Rent	<div></div>	9.6%	62
answered question			643
skipped question			2

16. What is your approximate average household income?

		Response Percent	Response Count
\$0-\$24,999	<div></div>	4.0%	20
\$25,000-\$49,999	<div></div>	2.6%	16
\$50,000-\$74,999	<div></div>	3.9%	25
\$75,000-\$99,999	<div></div>	6.4%	41
\$100,000-\$124,999	<div></div>	11.5%	74
\$125,000-\$149,999	<div></div>	8.9%	57
\$150,000-\$174,999	<div></div>	10.7%	69
\$175,000-\$199,999	<div></div>	10.0%	64
\$200,000 and up	<div></div>	42.1%	271
answered question			643
skipped question			2



62.8% of respondents have an avg. household income of \$150K or more



**17. What is your race?**

		Response Percent	Response Count
White	<div style="width: 79.5%;"></div>	79.5%	511
Black or African-American	<div style="width: 1.4%;"></div>	1.4%	9
Asian	<div style="width: 14.8%;"></div>	14.8%	95
Native Hawaiian or other Pacific Islander	<div style="width: 0.2%;"></div>	0.2%	1
American Indian or Alaska Native	<div style="width: 0.9%;"></div>	0.9%	6
Other	<div style="width: 7.9%;"></div>	7.9%	51
answered question			643
skipped question			2

**18. Do you have any other thoughts or comments you would like to share?**

- I don't know the answer to #8 and #9, but your stupid system forced me to answer them, so I made up random answers. I hope you are smart enough to ignore them.
- Lexington is in DESPERATE need of more field space. The number of people using sports fields FAR out numbers any other usage in town. We are turning kids AWAY from sports because there aren't enough fields upon which they can play. We need more fields!
- There is too much emphasis on soccer -- the game schedules for kids are tyrannical and prevent them from participating in other activities.
- I really love the swimming pools in the summer and would like for the surrounding area to be improved and made more comfortable. And also, the pools should be altered so that a problem with one pool does not shut down all 3 pools.
- Indoor Turf – Bubble. More recreational activities for adults more classes for adults new classes paddle ball.
- Not allowing people to skip questions makes people either cancel the survey that they already answered or lie/make up answers. I lied about race and income. I made up an answer for #9 as well. This survey is important. Wouldn't have had to lie to you if skips were allowed.
- Lexington does a fantastic job with its recreation facilities. The town is fortunate to have such facilities and programs for its residents. I do wish, though, that the Rec Dept. would not bump its regular, fee-paying resident sports group from the playing fields to host tournaments. I understand that these tournaments bring additional revenue to the town, but it seems to happen too often.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- I would like to see more athletic playing fields in Lexington. Specifically more outdoor baseball, soccer, etc. fields created from existing town-owned land. I am disappointed with the progress on the football and secondary baseball/JV fields. It is very disheartening to hear that JV baseball will not be able to use this field yet again this upcoming spring. I have heard the baseball program is losing athletes to other sports due to this inadequacy of fields and this is NOT something that should happen in Lexington.
- I think the Recreation Department does an excellent job at a wide variety of programming. I am excited that it will be part of the planning for the new Community Center, which will provide new opportunities.
- I've been very disappointed with the construction plans for the High School athletic fields. Rather than thinking strategically to improve the football, baseball, track and soccer fields, overall they have made short-term work that do not fix the long-term issues of the fields. Lexington needs to develop an outdoor stadium area that can host events at night and does not flood. Rather than reorganizing the area to be better setup, they merely fixed the temporary problem of grass and drainage. With proper design the fields could have been improved for 50 years of use, now I fear they will need work in 5-10 years. I worry that indoor recreation center will follow a similar development trend.
- Lexington needs to have a public ice-rink and indoor swim pool in town that is available for the entire population.
- I am serious about the skateboard park needing improvements. I would donate time and money if I knew that it would be welcomed.
- Very hard to answer "community based" questions. I know what services/programs I would use but can't answer "community need" questions not knowing the Town's demographics.
- I believe the recreation department and services should have equal opportunities to make use of town-purchased land as the Conservation Department. I feel that Conservation has more political power and influence and support of other politically-connected individuals in the town thus its mission and interests repeatedly supersede that of Recreation. (e.g. Hennessy Field, Cotton Farm). These decisions should be made more objectively, fairly for the entire community, and without political influence.
- Stocking the reservoir with fish should end! It's cruel and unnatural. Many people, young and old, are disturbed by it.
- Better senior center with more space
- It would be great if more evening programs for kids were offered so that working families could participate. Most programs are in the afternoon and only parents that do not work can take advantage of them.
- Thank you for all the volunteer hours your committee gives to the town and creating progress!
- We really could use lighted, high quality soccer fields with accessible bathrooms.
- You do a great job with limited space and resources. Hopefully the Community Center will encourage more creativity and money!
- What does my income or race have to do with recreation???
- Pine Meadows is a great resource and should continue to be supported with capital improvement funds. Lincoln turf fields are way past needing to be replaced. The softball/baseball field rehab was a failure and needs to be redone, as it is worse now than before. Grass fields in town are poorly maintained, way below the standards that this rich town can afford.
- I am very supportive of a community center. Hayden is not open to supporting community programs such as yoga, spin classes, Pilates, senior classes. I also would like to see more times for lap swimming at the town pool- maybe add lanes to the middle pool which is 25 yards so that during adult swim the lanes aren't as crowded or make the lap swim all mornings (even earlier on weekends!)
- Providing programs is a valuable service; but protecting open space, especially natural areas, is our obligation to future generations.
- Overall, I think that the facilities (fields) are very good, but there is a shortage. A town rec center would also be good, instead of having to use Hayden.
- Please provide more shade and picnic benches at parks and town pool.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- I love the recreation department!
- Lights on the turf fields at Lincoln would be a big improvement and would allow increased usage of the fields especially in the fall.
- I had a major complaint last year about a program and I was really impressed with the responsiveness of the Lex Rec staff member. I was also impressed with the staff member who guided me as a new coach in the basketball program this winter. I love that feeling of being treated like a person rather than a number.
- I would like the town to take over soccer and baseball from these private organizations.
- More variety of low cost scholastic and physical activities for teens.
- Higher quality athletic field space and better/more lighted field space.
- My family is strongly in favor of building a community center on the newly acquired land by the Masons. I would like it to have excellent facilities for seniors as well as youth.
- Offer parking at minuteman trail on Hartwell and/or sidewalks from hanscom to entrance, playground in that area
- Provide a range of activities and a range of costs, if that means adjusting duration of activities of number of sessions so that more people get to try things
- How about reaching out within the Lexington community or from in-town business organizations for program resources (ideas, execution, teachers/instructors, or as staff).
- I think the Rec Dept. does a great job in providing good quality children's programs at a reasonable cost. I also think their staff is professional, competent and seems to care about providing a great product to the residents of Lexington.
- Interestingly, I did not know that the Rec Dept. managed, maintained or administered the fields. And I have not been to the golf course but have heard good things. Keep up the good work!
- Lexington is a great town for hiking and biking around, good trail and playground maintenance. Keep up the good work!
- Make the pool nicer - more comfortable shade, another pool?
- I think the fees are just about right, but we could not pay more, due to heavy medical expenses.
- Existing pool rules are unreasonably limiting.
- Overall, services have been very good, especially the town pool. Adding a few more ball fields would I think satisfy demand. Lights would be awesome and the bathrooms at Lincoln are a great idea! I also think getting a certain # of hours of ice time at Hayden would be outstanding too! So similar to swim tags, you would have rink tags!
- Existing fields need better drainage/ maintenance/ lighting to maximize their use.
- I don't understand why we don't have lights for night use At Lincoln field?
- Is there an indoor space that could be dedicated or shared for Lexington robotics activities around FIRST (usfirst.org) ? There are now many teams in town that could use a space.
- I think in general the rec department does an excellent job. I would like the outdoor pool season to be longer but that's my only criticism.
- Would like to see Lincoln Field's Turf replaced/renovated as it is the only fields in town that can remain open in spring during a wet snow melt or heavy rains.
- Please revise the dog leash rules for the Hayden Park, i.e., before 9 am, dogs can run off leash.
- Pool/Aquatics offerings are important and would come in second to general sports. Thank you for doing this!
- More encouragement of bicycling for children and adults
- We need more athletic fields and more programs for teens that do not play varsity sports



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Definitely partner with <http://TennisNorthEast.com> so in combination we can provide a weekend tournament for the community. Tennis players will like the feeling of a greater community program. Communicate with Steve Chagnon at [schagnon@gmail.com](mailto:schagnon@gmail.com) for setting it up.
- Lexington has an Asian issue. The Asian population has increased dramatically and the questions are assimilation and contribution. They are basically on the take i.e., they use services and facilities but do not volunteer. There are cultural barriers that must be overcome. Lexington risks becoming an Asian ghetto and property values and the reputation of the town will suffer. These new people must become an active part of the community and not just take.
- The Recreation Department's offerings have grown steadily since we moved here. The central playground's wooden structure was replaced, while smaller structures were added around town. A track and field club was added for elementary school kids and the ski program at Nashoba expanded to include snowboarding. And you hold that really helpful helmet sale! Kudos to all that you have accomplished so far and thank you for initiating this survey.
- The quality of the Pine Meadows golf course, the grass playing fields and more recently the turf fields has been steadily declining. The rec department should determine what it needs to charge for the use of these facilities in order to maintain them at a level that ensures their long term viability.
- It would be of value and interest to have a skating rink other than Hayden where a resident must purchase a membership to skate. Or let residents skate for an hourly fee without having to purchase a membership.
- Would love to see the Symphonic Orchestra getting more attention, - Better facilities at the Monroe Center for the Arts
- Please make a legitimate soccer/football field at the high school with lights and turf and stands.
- Would love to see an open gym program for kids during the winter. Give them access to either the field house. We used to have this when I grew up. It was at Muzzey gym where kids could use the ropes, track, balls etc.
- Lexington seems to have wonderful programs (recreational department and Hayden) but they always fill up. It just seems we need more of what you already offer and also a community center would be so great for our town to have everything under one roof.
- I would like more programs later in the evening enabling working parents to take the kids to those programs.
- I think that artificial turf fields are not the way to go regarding giving children and young adults a fulfilling proprioceptive sports experience - nor is it easy on the skin, muscles or joints.
- Lexington Rec. is doing a great job!
- Would be more interested in recreational activities and sports for high school students.
- I think you guys do a great job. It's always a pleasure to work with Sheila on signing myself or my daughter up for activities. Great job Lexington Rec!
- Our income, which is not high, will decrease upon retirement. We bought our home before the prices (and taxes) skyrocketed. We would like to keep our home and stay in town. I would like to see some changes in zoning and in recreational opportunities to facilitate that. Persons over 60 should be able to
- Create and rent out an in-law or garage apartment (one bedroom max). That would allow elders to stay in their homes and still afford the taxes - which we do support, as they are important for schools, services, and property values.
- Having a few in-law apartments might also provide local housing for young teachers or other town workers and function as a sort of co-housing whereby the younger tenant can help out the elderly homeowner with snow shoveling, etc. - and possibly the elderly homeowner could be a bit of a mentor in return. If the house is sold, it would have to be reconverted to conform to zoning - which may involve only removing a stove, for instance. Also see the tennis idea above - even with two modest incomes the winter tennis clubs are out of reach for us.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- We need a no-frills air-blown-into-tent indoor tennis option that we could use before or after work now, and during the day in retirement. I do not think the town should keep upping its playing fields or covering them in turf. Kids need a break on rainy days and the kid recreation programs are vast already. What about a town-wide ballroom/swing dance party more often? The recent dance party for the 300th was wonderful. With different music in different rooms, all generations were happy. The intergenerational contra dance was also just inspired as the children, teens, and older folk were all dancing together.
- As an adult that still swims (somewhat) competitively and works, there are really no opportunities for me to be able to work out in town (other than joining a private club). When the swimming hours are 6:30-7:30 AM (outdoor pool two days per week and Hayden) it really means that anyone that commutes cannot participate. I would love to be able to swim at 5:30 AM or 6 AM and would be happy to pay for that programming.
- The town needs an indoor recreation space/community center.
- Please consider a year-round tennis program that allows for games/matches for 12-18 year-olds. The tennis team at LHS is for a very few who have played competitively for years and tennis is a great sport that is lost to a few very
- We enjoy Lexington's current parks and programs.
- None at all.
- More tennis courts please!
- Thanks for all that you do now. Our family appreciate all the resources that have been made available to our family
- Lights on more fields, particularly Lincoln which is rain proof, would be great.
- More fields like Lincoln would also be nice.
- Should increase more indoor gym for family use.
- I would like swimming hours at Hayden to expand so there is more opportunity for lap swimming for adults
- Need to build more athletic fields
- Survey an excellent idea-please consider adding sports fields-perhaps this will help reduce the epidemic of childhood obesity.
- Thank you for doing this survey. I hope you will give serious consideration to adding playing fields for all young people in the community
- Thanks for providing this survey.
- With regards to youth sports, the town needs to do a better job with the playing conditions of the various Little League fields and also needs to support LBH Pop
- Warner Football more than they do now.
- I think the Town is doing a fantastic job with the recreation programs offered. I'd like to see some offerings that allow families with no discretionary income to participate in the summer camps. Even a 50% scholarship can be prohibitively expensive for families who are struggling to put food on the table.
- Thanks for your great work- we value the contributions the Lexington Recreation Dept. makes to our life in Lexington!
- I would love to see a badminton court added to the recreational facilities!
- We should have a community center
- More buddy soccer and other buddy sports for children with special need, age 7+years. Thank you.
- Consider adding programs for the whole family such as hiking, day trips, cycling rides, etc.
- More sidewalks and better quality of sidewalks would encourage more people to walk and promote a healthier quality of life
- It would be wonderful if there were more tennis courts with lights available. Since people near the center courts probably don't want more lights (it's odd that the baseball fields are so well lit, but the courts are not), perhaps the Adams courts, being out of the way, could have lights.





---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Spend less money on specific sports (e.g. floodlights for football or baseball fields) and spread out money for different venues. Build more playgrounds, there is a huge lack of them in this town, and branch out to create new things, e.g. a boule field, etc...)
- Our facilities and fields are substandard to towns around us. Just compare our baseball and football fields to Winchester, Woburn, Malden, and Waltham and it will become obvious, we are not spending wisely.
- An increased online presence that included sign-up for services would be appreciated. It is difficult to sign up for programs over the phone during traditional working hours.
- Yes. My ethnicity and income are none of your business and should not be required questions, so I lied on my answers to those.
- Free range swimming in the Old Reservoir
- I absolutely hate the dense 'affordable' housing units that have been popping up around Lexington. They change the schools, the services, the traffic and the character of Lexington - and not in a good way. You need better sports fields and more of them. They should be graded appropriately for the very wet weather in Massachusetts. The 'new' Center Field is atrocious. The grading was terrible. They were a swamp most of last year, and are probably ruined now.
- There should be a law suit against the engineers who approved that plan - if you bothered to use any. Turf is nice for its all-weather use, but if the grass fields have proper drainage and maintenance, they last much longer, are much nicer than turf and are much more usable much more of the time. It cost less to do things right the first time than to have to replace them over and over again.
- Lexington has evolved into a vibrant energetic community attracting many new families. While the education system is excellent and advanced Lex has fallen behind in athletic offerings. Kids are leaving town teams (baseball, hockey, lax, etc.) at the youth and high school level as sports facilities have fallen behind the competition.
- Our town has wonderful conservation land. Continued maintenance of these is key to the quality of life in Lexington. I strongly believe that the high school needs a lighted turf field for football/soccer/lacrosse where night games can be played and tickets sold for attendees.
- We are extremely grateful for the children's programming offered by the rec dept.
- We tried the Thursday ski program for the first time this year and loved it. The summer camps are great too.
- I think the Recreation Department provides excellent programs at a good value.
- Our facilities are well maintained and they are a jewel to our town.
- I would like to see more offerings on nights and weekends to help engage working individuals in fun recreational opportunities for adults at various skill levels- soccer, tennis to name my interests
- The rec department is the one Lexington department I've dealt with that consistently seems to care about me as a Lexington resident and care about my needs.
- Improvement of shade and more flexible hours and policies for families with diverse ages at the town pool. (If you have a toddler and a 6 year old they can't be in their designated pools at the same time and have a parent watching them in two separate places and the young kid's pool doesn't open until common nap times). More pool amenities would be attractive (waterfalls, lazy river, and slides – but perhaps not practical for our weather). An indoor play facility for the winter months would be nice. Climbing, jumping, a free play area that kids could get exercise even in the indoor months.
- More parking in pool area.
- I feel good about the job the Rec Dept. is doing currently, glad to see this effort to do even better.
- Please protect and improve open parks and space. This makes Lexington beautiful.
- I do not like question 5, to limiting.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- As a whole I like our recreational facilities. I think a lighted turf field, even for one month each fall and spring would save the center fields, from being trashed. Or lighting Diamond, as those fields are probably the towns best draining fields. More early morning swimming at town pool. A large recreation facility like the one at Watham MS would be nice, but I think that is too expensive. I think improving parks and paths is important. For instance why not a paved path from Marrett Rd. to Clarke school, or a good cinder trail around the Clarke area offering them something else when their fields are swamped, or something that goes around the conservation land across Waltham street. Perhaps working with Hayden to make a better b-ball court space over there. I look at the new court space at Adams school and think that could be done in more places. Some covered areas over by center playground might be good for the summer camps.
- As a single parent, I very much appreciate the program discounts that the Rec Dept. has given us over the years.
- 1. Tennis facilities surface needs maintenance. Kindly look into it. 2. More night lights will be helpful. The night lights do not need to be switched off at 9 PM. Please consider keeping them on till 10 PM during the summer and early Fall. 3. Battle Green tennis League has a number of non-Lexington people playing on it. Are there restrictions on the number of non-Lexington residents that are allowed to play on our town courts under the league? This is relevant since they have premium reservations. I am not sure why they get priority court allotment for a significant portion of the courts at peak usage times during weekdays and weekends for the entire season including the lighted courts. 4. The arrangement with Battle Green can be disclosed in a more transparent way to the community including how much they are paying the town for the privilege of preferential season long reservation. 5. I am happy to be contacted at my email address to discuss these comments.
- Rec Dept. should focus on sports
- Improve traffic/parking management at main entrance. Consider soccer for adults at low skill level (existing soccer clubs tend to attract high-skill players).
- We used Lex Rec children's programs a lot when our kids were younger.
- I think the town pool needs a big improvement; there is no shade, no seats, and no grass space that is part of the pool area. It is used all summer but is very unpleasant to stay at.
- Greater collaboration between Hayden and the Rec department would be worthwhile. It would be nice if the town had better indoor facilities, but it seems like a waste to build those in addition to Hayden.
- There are no good indoor swimming options for teenagers. The Hayden, which I love, does not cater to this age group. If a teenager is not a good enough athlete to be on a sports team, he has few options. This is a real shame.
- We have plenty of playing fields in town. The high demand for fields is due in part to the fact that kids are started in organized sports at younger and younger ages. Kindergarten soccer, first grade lacrosse . . . seriously? Whatever happened to unstructured play for young children?
- I was VERY grateful for the affordability of classes for youth and the swim program which is a safety priority. I could afford the sports clubs and fancy gymboreses, and I was so glad to take my children somewhere to try new things, and "dabble" at physical challenges. Thank you!
- I think it is difficult for the Rec Dept. to carve a niche for itself among families because of Hayden. It is also difficult because the programs depend on volunteer parents as coaches. Is there any way to get high school or local college kids to play that role and pay them through increased fees? Or discount/eliminate fees when a parent coaches?
- I didn't like question 14, which pits people of different ages against each other.
- Indoor badminton and other adult sports could be offered in gyms after school; other towns leverage school spaces much better than Lexington. Wasteful to avoid this sharing. Raise fees on out of town residents using programs. Make use of fields more affordable by residents. More fairly pro-rate fees, so church groups and other groups with a token resident don't get a huge discount in sports programs.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Overall the recreation facilities are great, especially for children and teenagers; there is plenty for them to do.
- One way to be more inclusive of children with disabilities is to group children by ability instead of age. Some 3rd and 4th grade students with disabilities are at the level of typical 1st and 2nd grade students, so programs that allow slightly disabled students to participate with younger students are more inclusive than compelling disabled students to stay with typical students who are the same age.
- One of the main criteria for selecting Lexington as a place to live / buy a home was the easy access to bike trails, sidewalks for walking, recreational fields, Hayden Rec Center, etc.
- Lighted running track, at night, ski track at the center field when snow, open recreational dance like salsa, environmental school in the open for young kids
- I would like to know about the possible plans to build a community center. I was in Laramie, Wyoming and was very impressed with their pool and recreation facilities.
- Technology is making me more sedentary
- I give you guys credit for doing this survey!
- Outdoor space, especially the walking trails, provides an amazing bonus for the town. Please focus on expanding these.
- Leave within means. Do not start any new program unless money for 10 years is in hand.
- I'm an avid tennis player--I find the process to reserve a court cumbersome—and a 1 hour slot is too short to even bother sometimes. Could the process be streamlined (i.e. online) and could we get 2 hour slots??
- Downtown parking needs to be free. How much revenues it generates anyways? With the level of taxes we pay, lots of the recreational and parking fees can be eliminated, including the annual garage fee for parking our cars in our own garages. Is that normal? I have lived in many towns and states and
- Lexington is the first town that changes an annual fee for cars.
- Better town leagues and less travel teams for the elementary age bracket. Build up skills before competition. The focus has become on making travel teams at younger ages, and the skills are falling to the wayside.
- Answers 13,14, 18, 19 are wrong and should be optional
- Build a rich, dynamic website presence tracking, highlighting and registering all recreation programs in town. Marketing and efficiency.
- This town needs to think about taking better care of its seniors.
- The Rec. Department should stop trying to pave over Lexington's open space with soccer fields and adapt to the space we already have. We will \*never\* have enough sports fields. Deal with it.
- Trails - I love the fact the there's that group that is trying to build trails to connect different neighborhoods; support them!
- Great that you are on Facebook.
- Are the bleachers still dangerous? Can they be fixed?
- We definitely need a bigger indoor pool.
- With two very active kids, it is expensive to sign them up for activities all year round.
- We need a place where community can gather. It is a shame that Hayden is not available to everyone. Old and young alike should be able to be accommodated.
- Like in Concord and Belmont! Love to have a good pool for everyone to use indoors.
- Would like the rec Dept. to offer after school activities and transportation for middle schoolers (and maybe high schoolers. haven't crossed that bridge yet).
- Number 18 is none of your business so I made something up. It is not correct.
- Thank you for asking.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Add some in-door badminton courts.
- The tennis courts are too crowded, also with people from other towns. Need more courts.
- Overall, I am very impressed and grateful for rec Dept. offerings. Please note that, as important as culturally diverse programming is the need for culturally diverse staff and teachers.
- I believe we need lights at Lincoln Fields
- The Lincoln fields need lights, as does Diamond, Clark, and Harrington, in order to increase availability and utility. Maintenance costs can be helped with town run concessions at the facilities (instead of the private ice cream trucks).
- Baseball fields should have paid sponsorships/advertisements on the fences to help with maintenance costs.
- The Lincoln fields are worn, and older people using these fields have a lot of joint pain. Are there ways to improve the turf fields?
- More turf field space and even lights at Lincoln would help alleviate the high demand for playable surfaces that can be used heavily in most seasons of the year.
- Would love to see a community center for all ages.
- Need a better pool house and seating.
- Why is the recreation Dept. focusing on low income residents?
- Don't see the relevance of asking what annual income is and since you didn't include a "prefer not to answer".
- The availability of fields is greatly impacted by the state of the fields, particularly grass fields, and the lack of lights. In the fall, after the switch from daylight savings time, there is a critical shortage of fields for fall sports that is worsened by any wet weather. The town should consider (1) installing lights at Lincoln
- Field and (2) converting existing grass fields, like those at the HS and track, to turf fields that can be used in wet weather rather than continuing to invest (unsuccessfully) in improving the drainage for grass fields. Other towns, Acton, CC, L-S, have multiple new, lighted turf fields. Lexington should as well.
- As part of a household with 2 working parents, I find the timing of many recreation offerings for children to be inconvenient. That said, with changing demographics, I'd love to see a focus on offerings for elders.
- I wish there were more open skate times available.
- Among our reasons for moving here was our appreciation of the opportunities offered through the Town Rec. department.
- Really need an indoor sports complex for baseball/softball. Something like The
- Edge (Bedford) or Ram (reading) or Team Sports (Acton). Kids want to keep up their skills in the off season or bad weather. Could use indoor BB courts, too.
- Lexington needs to invest in the old and unheated center pool complex on Worthen road and make it into a covered, heated and indoor pool area. It can sell memberships for all year round usage and have the Lexington High school swim teams use it for practices and meets. It will make money and be a great year round sports facility.
- I would like to see classes for fitness to be offered as a twice a week class. The once a week classes are not helpful.
- RECREATION DEPT DOES A GOOD JOB; MY KIDS ENJOYED THE PROGRAMS ALOT WHEN THEY WERE YOUNGER. ONE POSSIBLE SUGGESTION: YOGA OR MORE FITNESS CLASSES FOR ADULTS.
- Transportation needs to be improved. I do not own a car and between transportation and for me activities I cannot afford my son misses out on a lot of things his friends can join, tennis, little league, etc.
- Great Work by Lexington Town Center Team members. Keep up all the good work and hoping to expect improved services provided to all the residents of Lexington.
- I think you are doing a good job - and there isn't much to fix. That said, I admire your efforts to identify the priorities for the town.



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- Great programs are offered, happy with everything so far.
- The recreational facilities for ice skating are not very affordable/accessible. The Hayden program does not seem to be very responsive to the interests of town residents in this regard. I realize that the recreation program is independent of this, but it seems it is an area where the town is lacking.
- My 13-yr-old son has loved playing in the in-town basketball league this winter, but might not have a similar opportunity next year. LHS' teams are too competitive for many kids -- please offer more basketball and other fun sports teams for high-school age kids who are not superstar athletes. It's a big need in Lexington. Thanks!
- Lexington allows non-residents to use our swimming pool and tennis courts.
- Neighboring towns do not allow Lexington residents to use their facilities. Our tennis courts are overcrowded in the summer; we should exclude non-residents from them, and build more tennis courts. We should also have more of the nets up more often.
- It would be great to have more and better trails through the conservation land and better maps of them, more sports and other programs for all ages, more community events. Also, when there are enough kids, more sections of swimming classes should be added in the summer so everyone can take swimming all summer...my kids could never take more than 2 of the 4 sessions because the next session was always full. Once I got up really early and was in second in line when the classes opened up and my daughter still did not make it into a class because the people not currently taking lessons can sign up first and
- It was full I moved from Lexington this past summer for work, so my answer for question 17 is incorrect. I also worked at the LTP for many summers.
- We need to readjust our field configurations - we have too many baseball and softball fields. We need to have more soccer fields, lacrosse fields, etc...
- Baseball is a declining sport. And we need more field turf playing fields. With the amount of people using the fields, it makes no sense to maintain grass fields anymore.
- Thank you for your wonderful work for the town of Lexington!
- a) Please improve signage for fields that are under construction; clearly indicate drainage ditches. I seriously injured my leg last summer on a baseball field that was under construction but not marked. b) We need youth sports programs for children (10+) of working parents, e.g., a regular day camp schedule (~9am-4pm with early & late drop-off). We would definitely take advantage of more youth programs if the schedule were revised. c) offer after-school programs (sports clinics; homework clinics; arts activities) for middle school children that run until 5 or 6pm, including transportation from school.
- For question #6 if you focus on the broad definition of health and wellness doesn't it include making social connections? Bridging social groups divided by age and income would be a great benefit of rec. programs. In question #7 I am most drawn to the outdoor spaces of Lexington. I think there are rich resources there, but I use them alone. A community center would provide a place to interact with others.
- Please fix the basketball court in the Sutherland Park. The ground is all damaged. And the hoops are not good
- I enjoy the Lexington Rec activities, but a recent change in income has made them unaffordable.
- We have been very happy with the recreation opportunities in Lexington. I would love to get a map of the bike trail... as a new resident I am not sure where it starts and ends! Summer passes to the pool also seem a bit expensive compared to other recreation costs. Overall we are thrilled with all the recreation offerings in Lexington and plan to sign our son up some recreation classes during the summer months.
- The camps and vacation programs do not offer before or after camp extended day options. If the town camp could have an option to drop off at 7:30 or 8:00 and an option to stay until 6:00 low income working parents might be able to use it. Also it would be good if they would



---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

accept state child care vouchers. Also most of the activities are during the week. Because of commute and shifts usually times don't fit into our schedule.

- Would like to see indoor camp activities for boys during the Xmas and February vacations.
- We routinely make use of the classes/vacation sports clinics offered by Rec Dept. We would love to have some full-day options for teens during vacation weeks, including summer. Not everyone goes away to camp, or on long summer vacations!
- Making scaled fees depending on the household income (may be on a volunteer basis). Although the current fees are more than affordable for our household, I am concerned that it is not so for lower income residents.
- You should consider keeping the town pool open during more hours during the summer (always have one pool open, even during lessons) and for a longer period, in May and September.
- Thank for your efforts
- I'd greatly (greatly) appreciate a place to organize a volleyball league. There are MANY people who have expressed interest, but I have no place for us to go in town. This seems quite disappointing, given a town like Lexington!
- Thank you for this survey. My # 1 priorities are open land; environmental awareness and protection; safety and wellness; and community
- I think you guys do a great job.
- Please continue to promote the advancement of health and wellness activities. This town is often resistant to change, but change is exactly what we need to increase focus on healthy lifestyles.
- Lexington has excellent recreational facilities and I am always impressed that the tennis courts, pool, bike path, and playing fields are so well maintained. Our son has had a great experience in the summer soccer camps, which are very well organized.
- The Rec Dept. is an outstanding asset to the Town. Thank you! We need to improve the quality of our existing athletic fields (i.e., better grass and/or more synthetic turf) and provide more lighted fields.
- The town pool is a jewel and should be kept open and affordable for as much of the summer months as possible. The trails and parks are very important for getting outside.
- I think it would great to connect the town through more open spaces that allow pedestrians to get around safely. More sidewalks and trails so kids can access more of the town independently. 8) Perhaps focusing more on people with disabilities would be best
- Totally against a new community center. Taxes are too high already, and Hayden serves the community adequately.
- You do a great job, thank you. Few people know how overbooked the fields are for sports. It's an acute problem that affects many families but they are not aware of it. They don't know that their middle school kids have to play soccer at 9pm under the lights because the fields are so overbooked.
- I think there needs to be consideration given to having an indoor Community Center which can also leverage the use of the outstanding recreational facilities in the Center fields area. For example, the use of the town pools, tennis courts and track offer a variety of outdoor activities that can be used regularly. By co-locating a recreation center either on the lower Hayden field area or in the
- Frisbee area near the Football and varsity baseball fields it provides a "center" from which many programs can operate. I've heard rumors that there is a move to place the football field in the middle of the track. That would also free up space for a Community Center located on Park Drive which could serve this area. I'm not convinced that the Scottish Rite property is the best choice. It is too disconnected from these existing facilities.
- I think the recreation department/staff are doing a wonderful job!
- I have enjoyed the 60+ tennis program tremendously. It got me back playing. I would like to offer an outdoor drawing class to children and or adults. I am a retired art teacher. Would there be an interest?





---

## Town of Lexington Recreation Department's 2014-2016 Strategic Work Plan

---

- It would be great to have an updated community center with a kid-friendly pool (zero entry, water features, etc.). You could take a look at the Boulder, CO recreation department. They nailed it for having a wide variety of indoor and outdoor activities for the community's demographic. They truly nailed the indoor
- Rec center and have terrific outdoor parks and open spaces as well.
- It is time that Lexington expanded beyond "Hayden"...
- Can we build a squash court in town? That would be a fantastic addition to an indoor community center!
- I'm a little confused about the role of the rec Dept. - given that there is a dept. of parks & trees and conservation who I would think would be responsible for open space. Outdoor rec space and open space are two very different animals....and I feel quite differently about them.
- The rank order questions (7&8) don't work on a Mac using Chrome - they won't re-order; Number 18 should be an optional question - I did not answer truthfully despite how I want to rank them.
- I believe that Lexington provides a wide array of activities to members of the community, more so than most towns. We should focus on maintaining and greening those areas and not on making them appealing to certain groups.
- I think our rec department is great and offers excellent programs. It would great to have another indoor basketball spot for the kids, in addition to Hayden. I do have many low income friends who cannot afford the classes, etc. maybe a sliding scale fee system for those who can't afford the classes?
- I think the department is doing a great job!!
- My kids learned how to ski at Nashoba through the rec Dept., and it would be great if there were ski day trips offered during the winter for all ages, not just teens. It may be a mistaken impression on my part, but I get the sense that there's too much competition and not enough cooperation between town resources like the arts classes at Monroe and Hayden, swimming at the town pool vs. BSC vs. Hayden, the competition splinters the community into tiers of haves vs. has-less which is counter to the goal of community building.
- Improvement to the outdoor pool would be nice, making it more of a place to spend time, e.g.: - shade - benches - snack bar
- Center is coming together. Please do not bring more banks or hair salons to Lexington. Would love to see nice dinner in Lexington. Thank you for all you do.
- It would be nice to have activities that covered a range of age groups, such as sibling or parent (adult)/child programs. Or, run multiple age programs simultaneously to make it easier for families to participate. This could be more than one age group taking tennis lessons or it could be tennis, swimming, or soccer lessons at corresponding times at the same facility, for example.
- Yes, I think the town should research the possibility of setting up a seasonal ice cream/snack stand in the tennis booth that would service those at the pool and using the fields. It could be an income generator for the pool facility and field maintenance. Yes, it would eat into Mo's profits, but I think our town is missing an opportunity. The investment to get it going would be relatively small. Feel free to contact me if you would like additional thoughts. My mother ran a booth like at our town pool when I was growing up.
- We are one of the few towns around the area that does not have a multi-purpose turf field with lights available. Also, it seems that our High School athletic fields and the land around them are inefficiently laid out and would be a good place to look for additional playing field space.
- You have great facilities and an indoor pool would be a great addition. Also, I love that you have a high dive at the pool. My 2 year old can't wait to try it.
- Maintaining existing facilities is less expensive, such as tennis courts, tennis board. They need to be serviced regularly. If possible, make 4 more tennis courts in Lincoln Park or diamond school.
- The swimming pool season starts and ends too early. It should start Jun 20 end Sept 21
- Please keep Lexington affordable and diverse.

